

CONDITION OF AWARD

County of Westchester (Westchester-Putnam Local Workforce Investment Board (WPWIB))

Condition 1 – Participate in the H-1B Ready to Work Federal Evaluation

As a reminder, applicants awarded a grant may be required to participate in a Federal evaluation of the Ready To Work program and were required to provide documentation of commitment to participate in such an evaluation as a condition of award.

After grants are awarded, grantees will receive detailed information about the national evaluation, which will include three components: 1) analysis of participant characteristics and short-term and long term outcomes, including after the end of the grant period; 2) implementation analysis in all grantee sites; and 3) in selected grantees, outcome or impact analysis, which may use a non-experimental design or an experimental design that requires random assignment to test promising approaches. Grantees will also receive details about participant tracking data elements that will be required for the evaluation.

Condition 2 – Statement of Work and Budget

Based on a review of Statement of Work and Budget, we've identified the following areas that require further clarification and/or modification. And responses to request for clarification and/or revisions for modification related to the below items must be submitted to your Federal Project Officer (FPO) and the ETA Ready To Work Program Office at RTW@dol.gov **within 45 days of the receipt of this grant award package.**

Please note that a submittal of revised document(s) does not in and of itself constitute approval by ETA, and final approval must be given by the Grant Officer. Once approved, the revised document(s) will comprise the official modification to this grant agreement (as appropriate) and the special conditions will be resolved.

Statement of Work: Based on a review of Statement of Work and Budget, we've identified the following areas that may require further clarification and/or modification.

- **Project Work Plan** *Optional Statement of Work modification (if necessary)*
As indicated in the Solicitation for Grant Application, applicants were instructed to provide a project work plan to reflect a period of performance start date of October 1, 2014. As the official Ready To Work grant start date is November 1, 2014, with a grant period of performance through October 31, 2018, grantees may submit an updated work plan to reflect a November 1, 2014 start date and October 31, 2014 end date, if needed, to account for a grant start date one month later than anticipated. Grantees should address these changes by updating the project Work Plan originally provided with your application and submit to ETA. Note, grantees only need to submit an updated project

work plan if the one month change in grant start and end date significantly impacts their existing work plan.

- Performance Outcomes Table: *Requires Statement of Work modification*
Grantees were required to provide outcome projections for the seven identified outcome measures, including providing targets for each year of the four-year grant period of performance. Grantees should address any identified issues by updating the Performance Outcomes Table originally provided with your application and submit to ETA. Please note, when addressing Performance Outcome Table issues, we do not expect outcome category “total” projections to decrease, however, grantees may need to adjust yearly targets to account for missing yearly projections, math calculation errors, etc.

Upon review of your grant’s performance outcomes table, we have identified the below issues:

- For Outcome #4 “total participants who completed education/training and receive a degree,” yearly benchmarks add up to 35, but Total identified in the table is 50.

Cost Items:

- Use of Incentive Payment to Collect Employment Outcomes: *Requires Clarification (and Statement of Work modification, if appropriate)*
Grantees may use up to 1.5% of grant funds for the provision of gift cards or other payments to participants for providing information on their employment status after they leave the program, for the purposes of reporting these employment outcomes to the Department. Under the Ready To Work SGA, these incentive payments are only allowable to provide payments to adult participants who report their employment status after they leave the program to support grantee efforts in collecting employment follow-up data and increasing reported employment and retention results. Please refer to Section IV.E of the SGA (pg. 33) for additional information.
 - Page 4 of the Budget Narrative identifies that the grant will fund incentive payments to participants completing the boot camp. Please ensure these costs adhere with SGA.

U.S. DEPARTMENT OF LABOR
EMPLOYMENT AND TRAINING ADMINISTRATION

GRANT / AGREEMENT
NOTIFICATION OF
AWARD/OBLIGATION

Under the authority of the *American Competitiveness and Workforce Improvement Act of 1998*, this grant or agreement is entered into between the above named *Grantor Agency* and the following named *Awardee*, for a project entitled - **H1-B READY TO WORK PARTNERSHIP GRANTS**.

Name & Address of Awardee:	Agreement #:	HG-26658-15-60-A-36
COUNTY OF WESTCHESTER	CFDA #:	17.268
120 BLOOMINGDALE ROAD	Accounting Code:	1630-2015-055152830XBD201551520010155HBN00A0000AOFAM0AOFAM0-A90310-410023---
WHITE PLAINS, NEW YORK	Mod Amount:	\$9,868,337.00
10605-1500	EIN:	136007353
	DUNS #:	072705213

The Period of Performance shall be from **November 01, 2014 thru October 31, 2018**.
Total Government's Financial Obligation is **\$9,868,337.00** (unless other wise amended).
Payments will be made under the Payments Management System, and can be automatically drawn down by the awardee on an as needed basis covering a forty-eight (48) hour period.

In performing its responsibilities under this grant agreement, the awardee hereby certifies and assures that it will fully comply with the following regulations and cost principles, including any subsequent amendments:

Uniform Administrative Requirements:

29 CFR Part 97, for State/Local Governments and Indian Tribes; OR
29 CFR Part 95, for Institutions of Higher Education, Hospitals and other Non-Profit Organizations and Commercial Organizations.

Cost Principles:

2 CFR 225, for State/Local Governments and Indian Tribes;
2 CFR 220, for Institutions of Higher Education; OR
2 CFR 230, for Non-Profit Organizations.
48 CFR Part 31.

Other Requirements (As Applicable):

29 CFR Part 96 and 99, Single Audit Act
29 CFR Part 93, Lobbying Certification
29 CFR Part 37, Nondiscrimination and Equal Opportunity Requirements
29 CFR Part 98, Debarment and Suspension; Drug Free Workplace
20 CFR Part 652 et al., Workforce Investment Act
Wagner-Peyser Act
Grant Award Document, Parts I through IV, and attachments.

The awardee's signature below certifies full compliance with all terms and conditions as well as the above stated grant regulations and certifications, and that this document has not been altered.

Signature of Approving Official - **AWARDEE**

Signature of Approving Official - **DOL / ETA**

See SF-424 for Signature

(Signature / Date)

No Additional Signature Required

(Type Name and Title)



STEVEN RIETZKE November 17, 2014
Grant Officer

GRANT TERMS AND CONDITIONS

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1. Order of Precedence

The terms and conditions of this Notice of Award and other requirements have the following order of precedence if there is any conflict in what they require: (1) Section 414 (c) of the American Competitiveness and Workforce Improvement Act of 1998 (ACWIA), as amended (29 USC 2916a); (2) other applicable Federal statutes and their implementing regulations; (3) terms and conditions of award.

2. Solicitation for Grant Application

The Solicitation for Grant Application and any amendments (http://www.doleta.gov/grants/pdf/SGA_DFA_PY_13_07.pdf and http://www.doleta.gov/grants/pdf/SGA-DFA-PY-13-07_Amendment_One_Final.pdf) are hereby incorporated into this Grant Agreement. Grantees are bound by the authorizations, restrictions, and requirements contained in the Solicitation for Grant Applications.

3. Approved Statement of Work

The awardee's project narrative is taken as the Statement of Work. It has been included as Attachment D. If there is any inconsistency between items in this project narrative and any Department of Labor (DOL) regulation, guidance or OMB cost principle, the DOL regulation, guidance or cost principle will prevail.

4. Approved Budget

The awardee's budget documents are attached in this Notice of Award Package. The documents are: 1) the SF-424, included at Attachment A; 2) the SF-424 A, included at Attachment B; and 3) the Budget Narrative, included at Attachment C. The awardee must confirm that all costs are allowable before expenditure. Approval of the budget as awarded does not constitute prior approval of those items requiring prior approval, including those items specified in the cost principles or this grant award as requiring prior approval. The Grant Officer is the only official with the authority to provide prior written approval (prior approval).

5. Evaluation, Data, and Implementation

The awardee must cooperate with the DOL in the conduct of a third-party evaluation, including providing to DOL or its authorized contractor appropriate data and access to program operating personnel and participants in a timely manner.

6. Indirect Cost Rate and Cost Allocation Plan

N/A A. A **current** federally approved Negotiated Indirect Cost Rate Agreement (NICRA) or current federally approved Cost Allocation Plan (CAP) has been provided – copy attached. Regarding only the NICRA:

- (1) Indirect Rate approved: _____%
- (2) Type of Indirect Cost Rate: _____ (i.e. Provisional/Predetermined/Fixed)
- (3) Allocation Base: _____
- (4) Current period applicable to rate: _____

Estimated Indirect Costs are shown on the SF-424A budget form. If a new NICRA is issued during the life of the grant, it must be provided to DOL within 30 days of issuance. Funds may be re-budgeted as necessary between direct and indirect costs consistent with institutional requirements and DOL regulations for prior approval, however the total amount of grant award funding will not be increased. Any budget changes impacting the Statement of Work and agreed upon outcomes or deliverables require a request for modification and prior approval from the Grant Officer.

N/A B. (1) _____ Latest NICRA or CAP approved by the Federal Cognizant Agency¹ (FCA) is not current, or
(2) _____ No NICRA or CAP has ever been approved by an FCA.

URGENT NOTICE: Estimated indirect costs have been specified on the SF-424A, Section B, Object Class Category “j”, however only \$N/A will be released to support indirect costs in the absence of a NICRA or CAP approved by the cognizant agency. The remaining funds which have been awarded for Indirect Costs are restricted and may not be used for any purpose until the awardee provides a signed copy of the NICRA or CAP and the restriction is lifted by the Grant Officer. Upon receipt of the NICRA or CAP, ETA will issue a grant modification to the award to remove the restriction on those funds.

The awardee must submit an indirect cost rate proposal or CAP. These documents should be submitted to DOL’s Division of Cost Determination (DCD), or to the awardee’s Federal Cognizant Agency. In addition, the awardee must notify the Federal Project Officer that the documents have been sent. Contact information for the DCD is available at <http://www.dol.gov/oasam/boc/dcd/>. If this proposal is not submitted **within 90 days of the effective date of the award**, no funds will be approved for the reimbursement of indirect costs. Failure to submit an indirect cost proposal by the above date means the grantee will not receive further reimbursement for indirect costs until a signed copy of the federally approved NICRA or CAP is provided and the restriction is lifted by the Grant Officer. All indirect charges must be returned through the Payment Management System and no indirect

¹ The Federal agency providing the organization the preponderance of direct Federal funds.

charges will be reimbursed.

The total amount of DOL's financial obligation under this grant award **will not** be increased to reimburse the awardee for higher negotiated indirect costs.

- C. The organization elected to exclude indirect costs from the proposed budget. Please be aware that incurred indirect costs (such as top management salaries, financial oversight, human resources, payroll, personnel, auditing costs, accounting and legal, etc. used for the general oversight and administration of the organization) must not be classified as direct costs; these types of costs are indirect costs. Only direct costs, as defined by the applicable cost principles, will be charged. Audit disallowances may occur if indirect costs are misclassified as direct.

If DOL is your FCA, grantees should work with DOL's DCD, which has delegated authority to negotiate and issue a NICRA or CAP on behalf of the Federal Government. More information about DOL's DCD is available at <http://www.dol.gov/oasam/boc/dcd/>. This website has guidelines to develop indirect cost rates, links to the applicable cost principles, and contact information. The DCD also has Frequently Asked Questions providing general information about the indirect cost rate approval process and due dates for provisional and final indirect cost rate proposals at <http://www.dol.gov/oasam/faqs/FAQ-dcd.htm>.

7. Federal Project Officer

The DOL/ETA Federal Project Officer (FPO) for this award is:

Name: Michael Hotard
Telephone: 617-788-0114
E-mail: hotard.michael@dol.gov

The FPO is not authorized to change any of the terms or conditions of the award or approve prior approval requests. Any changes to the terms or conditions or prior approvals must be approved by the Grant Officer through the use of a formally executed award modification.

8. Funding Restrictions

a. Administrative Costs

There is a 10% limitation on administrative costs on funds awarded under this grant. Under no circumstances may administrative costs exceed this limit. Administrative costs under this award follow the definition in the Workforce Investment Act at 20 CFR 667.220(b) and (c). Compliance with the administrative costs limits is monitored throughout the grant period. Any amounts exceeding this limitation at closeout will be disallowed and subject to debt collection.

b. Consultants

For the purposes of this award, fees paid to a consultant shall be limited to \$585 per day without additional Grant Officer approval. Regulations regarding the determining of a consultant's rate of pay are located at 5 CFR 304.104 with the calculation for a maximum amount located at 5 CFR 304.105.

c. Salary and Bonus Limitations

Under Public Law 113-76 Section 105 none of the funds appropriated under the heading "Employment and Training" shall be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II. The Executive Level II salary may change yearly and is located on the OPM.gov website (<http://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/2014/executive-senior-level>). The salary and bonus limitation does not apply to vendors providing goods and services as defined in OMB Circular A-133. Where States are recipients of such funds, States may establish a lower limit for salaries and bonuses of those receiving salaries and bonuses from subrecipients of such funds, taking into account factors including the relative cost-of-living in the State, the compensation levels for comparable State or local government employees, and the size of the organizations that administer Federal programs involved including Employment and Training Administration programs. See Training and Employment Guidance Letter No. 5-06 for further clarification, available at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2262

d. Budget Line Item Flexibility

Flexibility is allowed in the transfer of funds among direct cost categories within the grant budget, except personnel and fringe benefits, provided no single line item is increased or decreased by more than 20% of the amount obligated. Any changes in excess of 20% and any changes in personnel and fringe benefits must receive prior written approval from the Grant Officer. Failure to obtain such prior written approval may result in cost disallowance.

Any changes to personnel costs within the personnel line item do not require a grant modification unless the changes result in a change to the amount listed on the SF 424a Personnel line. It is recommended that your assigned Department of Labor (DOL) Federal Project Officer (FPO) review within-line changes prior to implementation to ensure they do not require a modification.

Guidance on flexibility in the transfer of funds between direct and indirect costs is provided in Subsection A of the Indirect Cost and Cost Allocation Plan term within this agreement.

9. Administrative Requirements

a. Central Contractor Registration and Universal Identifier Requirements

1. Requirement for Central Contractor Registration (CCR)

Unless you are exempted from this requirement under 2 CFR 25.110, you as the awardee must maintain the currency of your information in the CCR until you submit the final financial report required under this award or receive the final payment, whichever is later. This requires that you review and update the information at least annually after the initial registration, and more frequently if required by changes in your information or another award term.

2. Requirement for Data Universal Numbering System (DUNS) Numbers

If you are authorized to make subawards under this award, you:

- i. Must notify potential subrecipients that no entity (see definition in paragraph C of this award term) may receive a subaward from you unless the entity has provided its DUNS number to you.
- ii. May not make a subaward to an entity unless the entity has provided its DUNS number to you.

3. Definitions

For purposes of this award term:

- iii. Central Contractor Registration (CCR) means the Federal repository into which an entity must provide information required for the conduct of business as a recipient. Additional information about registration procedures may be found at the CCR Internet site (currently at <http://www.sam.gov>).
- iv. Data Universal Numbering System (DUNS) number means the nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities. A DUNS number may be obtained from D&B by telephone (currently 866-705-5711) or the Internet (currently at <http://fedgov.dnb.com/webform>).
- v. Entity, as it is used in this award term, means all of the following, as defined at 2 CFR part 25, subpart C:
 - a. A Governmental organization, which is a State, local government, or Indian Tribe;
 - b. A foreign public entity;
 - c. A domestic or foreign nonprofit organization;
 - d. A domestic or foreign for-profit organization; and
 - e. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.
- vi. Subaward:
 - a. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
 - b. The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see Sec. ----.210 of the attachment to OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations").

- c. A subaward may be provided through any legal agreement, including an agreement that you consider a contract.
- vii. Subrecipient means an entity that:
 - a. Receives a subaward from you under this award; and
 - b. Is accountable to you for the use of the Federal funds provided by the subaward.

b. Federal Funding Accountability and Transparency Act

1. Reporting of first-tier subawards.

- i. Applicability. Unless you are exempt as provided in paragraph d. of this award term, you must report each action that obligates \$25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a subaward to an entity (see definitions in paragraph e. of this award term).
- ii. Where and when to report.
 - a. You must report each obligating action described in paragraph a.1. of this award term to <http://www.fsrs.gov>.
 - b. For subaward information, report no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)
- iii. What to report. You must report the information about each obligating action that the submission instructions posted at <http://www.fsrs.gov> specify.

2. Reporting Total Compensation of Recipient Executives.

- i. Applicability and what to report. You must report total compensation for each of your five most highly compensated executives for the preceding completed fiscal year, if—
 - a. the total Federal funding authorized to date under this award is \$25,000 or more;
 - b. in the preceding fiscal year, you received—
 - (A) 80 percent or more of your annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
 - (B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

- c. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/execomp.htm>.)
 - ii. Where and when to report. You must report executive total compensation described in paragraph b.1. of this award term:
 - a. As part of your registration profile at <http://www.sam.gov>.
 - b. By the end of the month following the month in which this award is made, and annually thereafter.
3. Reporting of Total Compensation of Subrecipient Executives.
- i. Applicability and what to report. Unless you are exempt as provided in paragraph d. of this award term, for each first-tier subrecipient under this award, you shall report the names and total compensation of each of the subrecipient's five most highly compensated executives for the subrecipient's preceding completed fiscal year, if—
 - a. in the subrecipient's preceding fiscal year, the subrecipient received—
 - (A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
 - (B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the Transparency Act (and subawards); and
 - b. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/execomp.htm>.)
 - ii. Where and when to report. You must report subrecipient executive total compensation described in paragraph c.1. of this award term:
 - a. To the recipient.
By the end of the month following the month during which you make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (i.e., between October 1 and 31), you must report any required compensation information of the subrecipient by November 30 of that year.

4. Exemptions

If, in the previous tax year, you had gross income, from all sources, under \$300,000, you are exempt from the requirements to report:

- i. Subawards, and
- ii. The total compensation of the five most highly compensated executives of any subrecipient.

5. Definitions. For purposes of this award term:

- i. Entity means all of the following, as defined in 2 CFR part 25:
 - a. A Governmental organization, which is a State, local government, or Indian tribe;
 - b. A foreign public entity;
 - c. A domestic or foreign nonprofit organization;
 - d. A domestic or foreign for-profit organization;
 - e. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.
- ii. Executive means officers, managing partners, or any other employees in management positions.
- iii. Subaward:
 - a. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
 - b. The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see Sec. ---- .210 of the attachment to OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations").
 - c. A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.
- iv. Subrecipient means an entity that:
 - a. Receives a subaward from you (the recipient) under this award; and
 - b. Is accountable to you for the use of the Federal funds provided by the subaward.
- v. Total compensation means the cash and noncash dollar value earned by the executive during the recipient's or subrecipient's preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):
 - a. Salary and bonus.

- b. Awards of stock, stock options, and stock appreciation rights. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.
- c. Earnings for services under non-equity incentive plans. This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.
- d. Change in pension value. This is the change in present value of defined benefit and actuarial pension plans.
- e. Above-market earnings on deferred compensation which is not tax-qualified.
- f. Other compensation, if the aggregate value of all such other compensation (e.g. severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.

c. Personally Identifiable Information

Grantees must recognize and safeguard personally identifiable information except where disclosure is allowed by prior written approval of the Grant Officer or by court order. Grantees must meet the requirements in Training and Employment Guidance letter (TEGL 39-11, Guidance on the Handling and Protection of Personally Identifiable Information (PII), (located at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=7872).

d. Audits

Organization-wide or program-specific audits shall be performed in accordance with the Single Audit Act Amendments of 1996, as implemented by OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations" adopted by DOL in 29 CFR parts 95 and 97. Awardees that are subject to the provisions of OMB Circular A-133 and that expend \$500,000 or more in a year in Federal awards shall have an audit conducted for that year in accordance with the requirements contained in OMB Circular A-133.

e. Equipment

Awardees must receive **prior approval** from the DOL/ETA Grant Officer for the purchase of any equipment with a per unit acquisition cost of \$5,000 or more, and a useful life of more than one year. This includes the purchases of ADP equipment. Equipment purchases must be made in accordance with 29 CFR 95 or 29 CFR 97, as applicable.

This grant award **does not** give approval for equipment specified in an awardee's budget or statement of work unless specifically approved in the grant award execution letter by the Grant Officer. To obtain approval, the grantee must submit a detailed equipment purchase list with descriptions to the FPO for review. The equipment purchase list must include the item name as well as a description of the item, item cost (actual or estimated), estimated useful life of the equipment, and the purpose of the acquisition. We strongly encourage grantees to submit equipment purchase requests as early as possible in the grant's period of performance with as many planned pieces of equipment as possible.

Awardees may not purchase equipment in the last year of performance. If any approved acquisition has not occurred prior to the last year of performance, approval for that item(s) is rescinded.

f. Program Income

The awardee is required to utilize the addition method if any Program Income is generated throughout the duration of this award. The awardee is allowed to deduct costs incidental to generating Program Income to arrive at a net Program Income [29 CFR Part 95.24(c) or 29 CFR Part 97.25(c)(g)(2)].

g. Pre-Award

All costs incurred by the awardee prior to the start date specified in the award issued by the Department are incurred at the awardee's own expense.

h. Reports

All ETA awardees are required to submit quarterly financial and narrative progress reports for each grant award.

- A. Quarterly Financial Reports. Pursuant to 29 CFR parts 95.52 and 97.41, all ETA awardees are required to report quarterly financial data on the ETA 9130. ETA 9130 reports are due no later than 45 calendar days after the end of each specified reporting quarter. Reporting quarter end dates are June 30, September 30, December 31, and March 31. A final financial closeout report is required to be submitted no later than 90 calendar days after the grant period of performance ends. For guidance on ETA's financial reporting, reference Training and Employment Guidance Letter (TEGL) 13-12.

ETA requires all grant recipients to submit the 9130 form electronically through an on-line reporting system. Expenditures are required to be reported on an accrual basis, cumulative from the beginning of the life of a grant, through the end of each reporting period.

The instructions for accessing both the on-line financial reporting system and the HHS Payment Management System can be found in the transmittal memo accompanying this Notice of Award. To gain access to the online financial reporting system, a request for a password and pin must be submitted via e-mail to ETApasword.pin@dol.gov. The Financial Report Access Document, copies of the ETA 9130, and detailed reporting instructions are available at www.doleta.gov/grants/financial_reporting.cfm.

- B. Quarterly Narrative Progress Reports. Awardees are required to submit a narrative quarterly and final report to the designated Federal Project Officer (FPO) on grant activities funded under this award. All reports are due no later than 45 calendar days after the end of each specified reporting quarter. Reporting quarter end dates are June 30, September 30, December 31, and March 31.

1. The last quarterly progress report that awardees submit will serve as the grant's Final Performance Report. This report should provide both **quarterly and cumulative** information on the grant's activities. It must summarize project activities, employment outcomes and other deliverables, and related results of the project.
2. The awardee shall use any standard forms and instructions to report on training and employment outcomes and other data relating to the progress reports as provided by ETA.
3. The awardee shall utilize standard reporting processes and electronic reporting systems to submit their quarterly progress reports as provided by ETA.

i. Managing Subawards

Subaward means an award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a Federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a Federal program. A subaward may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract.

The provisions of the Terms and Conditions of this award will be applied to any subrecipient under this award. The awardee is responsible for the monitoring of the subrecipient, ensuring that the Terms and Conditions are in all subaward packages and that the subrecipient is in compliance with all applicable regulations and the terms and conditions of this award (29 CFR 95.5, 29 CFR 95.51 and 29 CFR 97.40).

j. Final Year/ Closeout Requirements

At the end of the grant period, the awardee will be required to close the grant with ETA. The awardee will be notified approximately 15 days prior to the end of the period of performance that the initiation of closeout will begin at the end of the grant. Information concerning the awardee's responsibilities at closeout may be found in ETA's Closeout Frequently Asked Questions at <http://www.doleta.gov/grants/docs/GCFAQ.pdf>. Also, a sample closeout/end user manual is provided at <http://www.doleta.gov/grants/docs/GCS.pdf>. Awardees will be provided the end user manual specific to their grant at the initiation of closeout.

k. Publicity

No funds provided under this grant shall be used for publicity or propaganda purposes, for the preparation, distribution or use of any kit, pamphlet, booklet, publication, radio, television or film presentation designed to support or defeat legislation pending before the Congress or any state or local legislature or legislative body, except in presentation to the Congress or any state or local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government, except in presentation to the executive branch of any state or local government itself. Nor shall grant funds be used to pay the salary or expenses of any awardee or agent acting for such

awardee, related to any activity designed to influence the enactment of legislation, appropriations, regulation, administrative action, or Executive Order proposed or pending before the Congress, or any state government, state legislature, or local legislature body other than for normal and recognized executive-legislative relationships or participation by an agency or officer of a state, local, or tribal government in policymaking and administrative processes within the executive branch of that government.

l. Public Announcements

When issuing statements, press releases, requests for proposals, bid solicitation, and other documents describing project or programs funded in whole or in part with Federal money, all awardees receiving Federal funds, shall clearly state (1) the percentage of the total cost of the program or project which will be financed with Federal money, (2) the dollar amount of Federal funds for the project or program, and (3) the percentage and dollar amount of the total costs of the project or program that will be financed by non-governmental sources.

m. Procurement

The Uniform Administrative Requirements (29 CFR Parts 95 and 97) require all awardee procurement transactions to be conducted in a manner to provide, to the maximum extent practical, open and free competition. If the statement of work identifies a specific entity to provide goods or services, the DOL ETA's award does not provide the justification or basis to sole-source the procurement, i.e., avoid competition.

n. Vendor/Contractor

The term "vendor", also referred to as a contractor, is defined in OMB Circular A-133 as a dealer, distributor, merchant or other seller providing goods or services that are required for the conduct of a Federal program. These goods or services may be for an organization's own use or for the use of beneficiaries of the Federal program. Additional guidance on distinguishing between a subrecipient and a vendor/contractor is provided in OMB Circular A-133 §.210. When procuring vendor/contractor provided goods and services, DOL ETA grantees and subgrantees must follow the procurement requirements at 29 CFR 95.40-48 and 29 CFR 97.36, which call for free and open competition.

o. Intellectual Property Rights

To ensure that the Federal investment of these funds has as broad an impact as possible and to encourage innovation in the development of new learning materials, as a condition of the receipt of a Ready to Work grant, the grantee will be required to license to the public all work (except for computer software source code, discussed below) created with the support of the grant under a Creative Commons Attribution 4.0 (CC BY) license. Work that must be licensed under the CC BY includes both new content created with the grant funds and modifications made to pre-existing, grantee-owned content using grant funds.

This license allows subsequent users to copy, distribute, transmit and adapt the copyrighted Work and requires such users to attribute the Work in the manner specified by the grantee. Notice of the license shall be affixed to the Work. For general information on CC BY, please visit <http://creativecommons.org/licenses/by/4.0>. Instructions for marking your work

with CC BY can be found at http://wiki.creativecommons.org/Marking_your_work_with_a_CC_license. Questions about CC BY as it applies to specific Ready to Work grant applications should be submitted to DOL to the Grants Management Specialist specified in Section VII.

Only work that is developed by the grantee with the grant funds is required to be licensed under the CC BY license. Pre-existing copyrighted materials licensed to, or purchased by the grantee from third parties, including modifications of such materials, remain subject to the intellectual property rights the grantee receives under the terms of the particular license or purchase. In addition, works created by the grantee without grant funds do not fall under the CC BY license requirement.

The purpose of the CC BY licensing requirement is to ensure that materials developed with funds provided by these grants result in Work that can be freely reused and improved by others. When purchasing or licensing consumable or reusable materials, grantees are expected to respect all applicable Federal laws and regulations, including those pertaining to the copyright and accessibility provisions of the Federal Rehabilitation Act.

Further, the Department requires that all computer software source code developed or created with Ready to Work grant funds will be released under an intellectual property license that allows others to use and build upon them. Specifically, the grantee will release all new source code developed or created with grant funds under an open license acceptable to either the Free Software Foundation and/or the Open Source Initiative.

Separate from the CC BY license to the public, the Federal Government reserves a paid-up, nonexclusive and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use for Federal purposes: the copyright in all products developed under the grant, including a purchases ownership under an award (including, but not limited to, curricula, training models, technical assistance products, and any related materials). Such uses include, but are not limited to, the right to modify and distribute such products worldwide by any means, electronically or otherwise. The grantee may not use Federal funds to pay any royalty or license fee for use of a copyrighted work, or the cost of acquiring by purchase a copyright in a work, where the Department has a license or rights of free use in such work. If revenues are generated through selling products developed with grant funds, including intellectual property, these revenues are program income. Program income is added to the grant and must be expended for allowable grant activities.

If applicable, the following needs to be on all products developed in whole or in part with grant funds, "This workforce product was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The product was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The U.S. Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership".

p. Special Requirements for Conference and Conference Space

The awardee must obtain prior approval from ETA before holding any conference (which includes meeting, retreat, seminar, symposium, training activity or similar event held in either Federal or non-Federal space), or any activity related to holding a conference, including, but not limited to, obligating or expending ETA funds, signing contracts for space or services, announcing ETA's involvement in any conference, and using DOL/ETA official's name or

DOL/ETA's name or logo. ETA retains the right to obtain information from the awardee about any conference that is funded in whole or in part with ETA funds. Awardees must submit requests to appropriate Department officials through their Federal Project Officer.

q. Funding for Travel to and From Meetings with an Executive Branch Agency

Grant funds may not be used for the purposes of defraying the costs of a conference held by any Executive branch department, agency, board, commission, or office unless it is directly and programmatically related to the purpose for which the grant or contract was awarded.

No funds made available through DOL appropriations may be used for travel and conference activities that are not in compliance with Office of Management and Budget Memorandum M-1-12 dated May 11, 2012. (P.L. 113-6, 3003 (c)(d)(e)).

10. Program Requirements

The Solicitation for Grant Applications contains the program requirements for this award.

11. Public Policy

a. Executive Orders

12928: Pursuant to Executive Order 12928, the awardee is strongly encouraged to provide subcontracting/subgranting opportunities to Historically Black Colleges and Universities and other Minority Institutions such as Hispanic-Serving Institutions and Tribal Colleges and Universities; and to Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals.

13043: Pursuant to Executive Order 13043, Increasing Seat Belt Use in the United States, dated April 16, 1997, recipients are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating company-owned, rented, or personally owned vehicles.

13153: Pursuant to Executive Order 13153, Federal Leadership On Reducing Text Messaging While Driving, dated October 1, 2009, recipients and subrecipients are encouraged to adopt and enforce policies that ban text messaging while driving company-owned or -rented vehicles or GOV, or while driving POV when on official Government business or when performing any work for or on behalf of the Government. Recipients and subrecipients are also encouraged to conduct initiatives of the type described in section 3(a) of this order.

13166: As clarified by Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, dated August 11, 2000, and resulting agency guidance, national origin discrimination includes discrimination on the basis of limited English proficiency (LEP). To ensure compliance with Title VI, recipients must take reasonable steps to ensure that LEP persons have meaningful access to programs in accordance with DOL's Policy Guidance on the

Prohibition of National Origin Discrimination as it Affects Persons with Limited English Proficiency [05/29/2003] Volume 68, Number 103, Page 32289-32305. Meaningful access may entail providing language assistance services, including oral and written translation, where necessary. Recipients are encouraged to consider the need for language services for LEP persons served or encountered both in developing budgets and in conducting programs and activities. For assistance and information regarding your LEP obligations, go to <http://www.lep.gov>.

b. Veteran's Priority Provisions

The Jobs for Veterans Act (Public Law 107-288) requires grantees to provide priority of service to veterans and spouses of certain veterans for the receipt of employment, training, and placement services in any job training program directly funded, in whole or in part, by DOL. The regulations implementing this priority of service can be found at 20 CFR part 1010. In circumstances where a grant recipient must choose between two qualified candidates for a service, one of whom is a veteran or eligible spouse, the veterans priority of service provisions require that the grant recipient give the veteran or eligible spouse priority of service by first providing him or her that service. To obtain priority of service, a veteran or spouse must meet the program's eligibility requirements. Grantees must comply with DOL guidance on veterans' priority. ETA's Training and Employment Guidance Letter (TEGL) No. 10-09 (issued November 10, 2009) provides guidance on implementing priority of service for veterans and eligible spouses in all qualified job training programs funded in whole or in part by DOL. TEGL No. 10-09 is available at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2816.

c. Flood Insurance

The Flood Disaster Protection Act of 1973, as amended, 42 U.S.C. 4001 et seq., provides that no Federal financial assistance to acquire, modernize, or construct property may be provided in identified flood-prone communities in the United States, unless the community participates in the National Flood Insurance Program and flood insurance is purchased within 1 year of the identification. The flood insurance purchase requirement applies to both public and private applicants for DOL support. Lists of flood-prone areas that are eligible for flood insurance are published in the Federal Register by FEMA.

d. Architectural Barriers

The Architectural Barriers Act of 1968, 42 U.S.C. 4151 et seq., as amended, the Federal Property Management Regulations (see 41 CFR 102-76), and the Uniform Federal Accessibility Standards issued by GSA (see 36 CFR 1191, Appendixes C and D) set forth requirements to make facilities accessible to, and usable by, the physically handicapped and include minimum design standards. All new facilities designed or constructed with grant support must comply with these requirements.

e. Drug-Free Workplace

The Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR 182 require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment.

f. Hotel-Motel Fire Safety

Pursuant to 15 USC 2225a, the recipient must ensure that all space for conferences, meetings, conventions or training seminars funded in whole or in part with federal funds complies with the protection and control guidelines of the Hotel and Motel Fire Safety Act (P.L. 101-391, as amended). Recipients may search the Hotel Motel National Master List at <http://www.usfa.dhs.gov/applications/hotel/> to see if a property is in compliance, or to find other information about the Act.

12. Attachments

Attachment A: SF-424

Attachment B: SF-424 A

Attachment C: Budget Narrative

Attachment D: Statement of Work

Attachment E: Negotiated Indirect Cost Rate Agreement (if applicable)

Attachment A: SF-424

Application for Federal Assistance SF-424

* 1. Type of Submission:

- Preapplication
 Application
 Changed/Corrected Application

* 2. Type of Application:

- New
 Continuation
 Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

06/19/2014

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

County of Westchester

* b. Employer/Taxpayer Identification Number (EIN/TIN):

13-6007353

* c. Organizational DUNS:

0727052130000

d. Address:

* Street1:

120 Bloomingdale Road

Street2:

* City:

White Plains

County/Parish:

* State:

NY: New York

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

10605-1500

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Mr.

* First Name:

Donnovan

Middle Name:

* Last Name:

Beckford

Suffix:

Title:

Director, Office of Workforce Investment

Organizational Affiliation:

* Telephone Number:

914-995-3707

Fax Number:

914-995-3958

* Email:

dpb2@westchestergov.com

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

B: County Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Employment and Training Administration

11. Catalog of Federal Domestic Assistance Number:

17.268

CFDA Title:

H-1B Job Training Grants

*** 12. Funding Opportunity Number:**

SGA-DFA-PY-13-07

* Title:

H1-B READY TO WORK PARTNERSHIP GRANTS

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Q14.docx

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

Hudson Valley (NY) Healthcare Workforce Connection for Long Term Unemployed Workers

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="9,868,337.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="9,868,337.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

a. This application was made available to the State under the Executive Order 12372 Process for review on

b. Program is subject to E.O. 12372 but has not been selected by the State for review.

c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

Yes No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number:

Fax Number:

* Email:

* Signature of Authorized Representative:

* Date Signed:

Attachment B: SF-424 A

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 06/30/2014

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. H-1B Ready to Work Partnership Grants	17.268	\$	\$	\$ 9,868,337.00	\$	\$ 9,868,337.00
2.						
3.						
4.						
5. Totals		\$	\$	\$ 9,868,337.00	\$	\$ 9,868,337.00

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	H-1B Ready to Work Partnership Grants				
a. Personnel	\$ 405,100.00	\$	\$	\$	\$ 405,100.00
b. Fringe Benefits	235,580.00				235,580.00
c. Travel	97,440.00				97,440.00
d. Equipment	0.00				
e. Supplies	41,800.00				41,800.00
f. Contractual	2,266,300.00				2,266,300.00
g. Construction	0.00				
h. Other	6,822,117.00				6,822,117.00
i. Total Direct Charges (sum of 6a-6h)	9,868,337.00				\$ 9,868,337.00
j. Indirect Charges	0.00				\$
k. TOTALS (sum of 6i and 6j)	\$ 9,868,337.00	\$	\$	\$	\$ 9,868,337.00
7. Program Income	\$ 0.00	\$	\$	\$	\$

SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS	
8. Ready to Work	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	
9.					
10.					
11.					
12. TOTAL (sum of lines 8-11)	\$	\$	\$	\$	
SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 1,215,858.00	\$ 303,964.50	\$ 303,964.50	\$ 303,964.50	\$ 303,964.50
14. Non-Federal	\$	0.00	0.00	0.00	0.00
15. TOTAL (sum of lines 13 and 14)	\$ 1,215,858.00	\$ 303,964.50	\$ 303,964.50	\$ 303,964.50	\$ 303,964.50
SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)				
	(b)First	(c) Second	(d) Third	(e) Fourth	
16. Ready to Work	\$ 1,215,858.00	\$ 2,954,761.00	\$ 2,954,761.00	\$ 2,742,957.00	
17.					
18.					
19.					
20. TOTAL (sum of lines 16 - 19)	\$ 1,215,858.00	\$ 2,954,761.00	\$ 2,954,761.00	\$ 2,742,957.00	
SECTION F - OTHER BUDGET INFORMATION					
21. Direct Charges: \$9,868,337.00	22. Indirect Charges: 0				
23. Remarks:					

Attachment C: Budget Narrative

The Westchester-Putnam Local Workforce Investment Board, (WPWIB), as lead grantee for the Hudson Valley Healthcare Workforce Connection (**Connection**), requests \$9,868,337 over four years to match LTU and incumbent worker cohorts to accelerated re-employment, short-term and long-term training, and work opportunities (*e.g.*, internships, on-the-job training or OJT, and permanent placements) in high-demand H-1B-eligible healthcare occupations across the region. **Connection** intends to serve 500 individuals, of whom 425 (85%) are to be LTUs and up to 75 (15%) will be incumbent workers. The per-participant cost is \$19,737. All monies described below are to be paid through the grant.

Personnel (\$405,100) includes: **1 Project Executive**, Donovan Beckford, Executive Director of the Westchester-Putnam WIB, at 10% of his annual salary of \$118,965, or \$11,897 per year x 4 years (\$47,588). He will ensure the effectiveness of the partnership, partner coordination, and partner delivery of services under this contract. **1 Project Administrator** Ali Tarshoun, at 50% of his annual salary of \$81,625, or \$40,813 per year x 4 years (\$163,252) will manage the administrative tasks of the project, including procurement, allocation of ITA, OJT and internship vouchers and monies, scheduling, data collection, reporting through the OSOS system, and oversight of the project management team. **1 FTE Grant Fiscal Specialist**, TBD, at 100% of \$48,565 for each of 4 years (\$194,260) will provide grants management, supervise budget expenditures, and create financial reports. Note: The Project Management Team (*e.g.*, Project Manager, Personal Navigators and Job Developers) will be provided through organizational services to be procured, and so is included under F. Contractual, below.

Fringe Benefits (\$235,580) including fringe for the Project Executive at 26.39% including FICA (7.65%), MCTA mobility (.34%), workman's compensation (2.36%), pension (15.82%) and unemployment compensation (.22%), which amounts to 3,140 x 4 years, or

12,560. Fringe for the Program Administrator and Grant Fiscal Specialist are both calculated at 62.38%, including FICA (7.65%), MCTA mobility (.34%), workman's compensation (2.36%), Medical (33.42), Dental (2.57), pension (15.82%) and unemployment compensation (.22%), which amounts to \$25,460 x 4 years, or \$101,840 for the Program Administrator and which amounts to 30,295 x 4 years, or \$121,180 for the Grant Fiscal Specialist.

Travel (\$97,440) for **staff travel**, including WPWIB Project Executive and Project Administrator travel to partner and progress meetings, at .56 per mile x 1,000 miles per year (\$560) x 4 years, or \$2,240. Funding for **participant travel** includes MetroCards for two monthly passes for bus transportation to and from the six-week Boot Camp and jobs interviews for 425 LTU workers, calculated as 50 workers x \$112 x 2 in Year 1, \$11,200 (allowing for the planning phase), 150 x \$112 x 2 or \$33,600 in Years 2 and 3, and as 75 x \$112 x 2 or \$16,800 in Year 4.

Equipment. N/A

Supplies. (\$41,800). One computer for each WIB for Personal Navigator use at \$700 per unit x 5 WIBs (\$3,500); this is a one-time expense in Year 1. General program office supplies to include paper, ink cartridges and related expenses estimated at \$1,000 per year x 4 years (\$4,000). Postage for outreach and recruitment and promotional mailings x 49 cents x 70,000 letters (\$34,300) over four years, or \$8,575 per year.

Contractual (\$2,266,300). The WPWIB will contract with an employment & training organization with the expertise, capacity, and management systems to manage a regional project with more than a dozen partners and 500 participants. The WPWIB will procure these services at an annual cost of \$566,575 from a pool of pre-qualified organizations that have demonstrated experience in managing million-dollar grants toward successful outcomes. The organization will

provide a turn-key operation, including a FTE, dedicated **Project Manager**, TBD, to manage the overall project and supervise the project team, at \$81,625 per year x 4 years, or \$326,500.

The project management organization also will provide the team reporting to the Project Manager that will be responsible for the day-to-day work: 2.5 **Personal Navigators**, including 1 FTE Personal Navigator for Westchester-Putnam and Yonkers, and 3 PT Personal Navigators for each Rockland, Orange and Dutchess WIBs. These are to be career counselors and case managers who conduct outreach, assessment, case management, service coordination, coaching and support at a salary of \$60,000 each. 2.5 x \$60,000 x 4 years (\$600,000).

Finally, the team will include 2.5 **Job Developers**, including 1 PTE Job Developer for Westchester-Putnam and Yonkers, and 3 PT Job Developers for each Rockland, Orange and Dutchess WIBs to recruit employers, match LTU workers to open jobs, supervise job placement, and support LTU workers placed in internships, OJT, and unsubsidized employment at an annual salary of \$60,000 each. 2.5 x \$60,000 x 4 years (\$600,000).

Boot Camp (\$680,000). A vendor, to be hired, will develop and deliver seven intensive six-week boot camp for LTU workers to include assessments, introduction to health care careers, financial planning, work adjustment and preparation for next-phase training. The cost is estimated at \$1,600 x 425 LTUs workers, calculated at 50 workers x \$1,600 or \$80,000 in Year 1, 150 x \$1,600 in or \$240,000 Years 2 and 3, and 75 x \$1,600 or \$120,000 in Year 4.

Social Media Navigator (\$28,800). A consultant will be procured for \$100 per hour x 6 hours month x 12 months x 4 years (\$7,200 per year) to manage online program marketing, developing and leading online communities, overseeing online community-building intended to improve retention, and training cohorts to use these channels to build networks and support their efforts over the term of this grant.

Mental Health (\$31,000). The Mental Health provider, to be procured, will provide three workshops at each boot camp to include personality assessment and resiliency training, at a cost of \$4,000 per year x 4 years (\$16,000). Additionally, 15 LTU workers can receive up to 10 sessions of one-on-one therapy provided by a licensed mental health counselor, or \$15,000, estimated at \$3,750 per year.

Other Expenses (\$6,822,117).

Tuition, (\$3,000,000) in Individual Training Account (ITA) vouchers for training at colleges registered in our ITA system. 500 participants are each eligible for a voucher worth \$6,000. Colleges also will provide financial aid to students. Costs are estimated at 50 workers x \$6,000 per ITA or \$300,000 in Year 1, and 150 workers x \$6,000 ITA or \$900,000 in Years 2-4.

OJT (\$2,160,000) for new hires, calculated at \$20 per hour x 40 hours x 12 weeks (\$9,600 per person) x 225 LTU workers, or 75 workers each Year 2-4 at \$720,000 per year.

Internship Stipends (\$480,000), calculated at up to \$10 per hour x 40 hours x 6 weeks (\$2,400 per person) x 200 LTU workers, or 75 workers in each Years 2 and 3 at \$180,000 per year and 50 workers in Year 4 at \$120,000.

Incentives (\$85,000) for completing boot camp, at \$200 x 425 LTU workers, calculated at 50 workers x \$200 or \$10,000 in Year 1, 150 x \$200 or \$30,000 in each Year 2 and 3 and 75 x \$200 or \$15,000 in Year 4.

Uniforms (\$150,000). Healthcare uniforms and related equipment needed for training (stethoscope, digital thermometer, etc) at \$300 per person x 500 persons, calculated as 50 workers x \$300 or \$15,000 in Year 1, 150 x \$300 or \$45,000 in each Year 2-4.

Hudson Valley HealthCare Workforce Connection / Ready to Work Budget Narrative

Certifications, \$50,000. Licensing and certification fees, application fees and transcripts, at \$100 per person x 500 persons, calculated as 50 workers x \$100 or \$5,000 in Year 1, and 150 x \$100 or \$15,000 in each Year 2-4.

Administrative Expenses at 10%, or \$897,117, calculated at \$224,286 in Year 1 and \$224,277 in each of Years 2-4.

Indirect Charges - n/a

Attachment D: Statement of Work

1. Statement of Need. The Hudson Valley Region, located just north of NYC, is the epicenter of healthcare change in NYS. Seemingly overnight, dozens of community-based hospitals and independent medical practices have transformed into employers with large regional footprints and interests who use health information technology (HIT) and other innovations to improve efficiencies, performance, and profitability. These employers need talent to fuel their continued growth, especially in positions for which they often turn to H-1B visas: radiologic and MRI technicians, medical coders, and nurses. Regional forecasts show job growth in these occupations of 17.2%, 14.3%, and 15.3% respectively through 2020.¹ Yet, at the same time, there are 74,721 long-term unemployed (LTU) workers registered in the NYS Department of Labor (NYSDOL) One-Stop Operating System (OSOS) databases, including 1,316 who formerly worked in healthcare. Employers urgently need a pipeline of domestic workers who can be quickly trained and placed into these positions. In response, the Westchester-Putnam Workforce Investment Board (WPWIB) is leading a public-private partnership (detailed on page 18), the Hudson Valley HealthCare Workforce Connection ("*Connection*"), whose goal is to match LTU worker cohorts to accelerated re-employment, short-term and long-term training, and work opportunities (*e.g.*, internships, on-the-job training or OJT, and permanent placements) in high-demand H-1B-eligible healthcare occupations across the region.

i. Targeted Industries and Occupations. *Industry.* Healthcare has long been an economic driver in the Hudson Valley region, contributing about \$7.5 billion to the economy in Westchester County, \$1.6 billion to Dutchess County, \$11.6 million to Putnam County, \$1.8 billion to Rockland County, and \$1.7 billion to Orange County.² Healthcare is among the largest and fastest-growing sources of employment in the region, adding 6,500 healthcare jobs from

¹ NYSDOL, Occupational Projections Hudson Valley Region, April 2014, report generated June 6, 2014

² American Factfinder; Economic Census of the US 2007

2006 to 2009. In that period, 136,613 persons were employed in health care.³ Educational and health services continue to be the region's top job generator, growing by 2.4% or 4,500 jobs and significantly outpacing the next-fastest-growing cluster, leisure and hospitality, which grew by 2.1% or 1,700 jobs.⁴ In particular, employer-partners report that radiologic and MRI technicians, medical coders and billers, and specialty-area nurses are difficult to fill and / or are expected to be in high demand, and forecast a need to fill vacancies of 5%-25% in these positions during the term of this grant. Radiologic technologists perform diagnostic imaging examinations (*i.e.*, x-rays, MRIs). Medical coders and billers (also Medical Records and Health Information Technicians), organize and manage health information data and ensure its quality, accuracy, accessibility, and security. They use classification systems to code patient information for insurance reimbursement and to maintain patients' medical and treatment histories. Registered nurses (RNs) provide and coordinate patient care, educate patients and the public about health conditions, and provide advice and emotional support to patients and family members.

Visas. In Westchester, Putnam, and Dutchess counties there were 341 applications for H-1B visas⁵ for open and hard-to-fill positions, including medical technologists and clinical nurse specialists. Our employer-partners were among those making these requests.

Skills & Training⁶ Connection will focus on selected occupations for which training and jobs have been identified, including: Radiologic Technicians must have interpersonal skills and an aptitude for detail, and demonstrate both math and technical skills. Education programs typically include both classroom and clinical training leading to an associate's degree and NYS licensing, as well as the opportunity to be awarded American Registry of Radiologic

³ Ibid

⁴ NYSDOL, Occupational Projections Hudson Valley Region, April 2014, report generated June 6, 2014

⁵ Retrieved on May 23, 2014 from: <http://h1b-visasfindthebest.com>, representing requests made from 2010-2013.

⁶ Source for all skills: BLS Occupational Outlook Handbook

Technologists (ARRT) certification. Coursework includes anatomy, pathology, patient care, radiation physics and protection, and image evaluation. Medical Billing and Coding, (Medical Records and Health Information Technicians), require persons who are skilled at analysis and technical content knowledge; have good interpersonal skills; and can demonstrate that they are detail-oriented and have integrity. Postsecondary certificate training (ICD-9-CM, ICD-10, Certified Professional Coder, or CPC; Certified Professional Coder - Payer, or CPC-P, and specialty coding credentials are available) and associate's degree programs typically include courses in medical terminology, anatomy and physiology, health data requirements and standards, classification and coding systems, healthcare reimbursement methods, healthcare statistics, and computer systems. Registered Nurses demonstrate skills in critical thinking, organization, communication and are detail-oriented. Training includes anatomy and physiology, microbiology, chemistry, nutrition, statistics, psychology and social and behavioral sciences, leading to an associate's degree in nursing and NYS licensure, and the opportunity to achieve American Nurses Association, American Nurses Credentialing Center (ANCC) and other national certifications, as well as CPR & First Aid and related emergency aid certifications.

Wages. The ability to earn high wages is critical in the Hudson Valley, where the cost of goods, services, and rent routinely exceeds the national average. The Poughkeepsie-Newburgh-Middletown metropolitan statistical area (covering Dutchess and Orange counties) was named the second most expensive place to live in the US behind only Honolulu, Hawaii, with expenses running 20.6% higher than the national average.⁷ Healthcare occupations in the Hudson Valley pay an average of \$900 per week, or \$46,800 annually.⁸ Median annual salaries (2013) are:

⁷ <http://hudsonvalleyreporter.com/dutchess/2013/06/poughkeepsie-area-named-second-most-expensive-place-to-live-in-u-s/>

⁸Significant Industries: A report to the workforce development system, Hudson Valley Region (NYS DOL, 2011).

Radiologic Technicians, \$66,000; Medical Records and Health Technicians, \$37,500; Medical Billing and Coding, \$37,500; and Registered nurses, \$47,680.⁹

ii. Employer Engagement. Demand. Employer-partners urgently need workers for critical functions that remain extremely difficult to fill (*e.g.*, radiologic technicians, medical coders, and nurses) as evidenced in the attached Documentation of Employer Commitment. For example, the **Hudson Valley Hospital Center** reports that there are 15 FTE positions for medical technologists and 8 FTE positions for case managers in the hospital for which vacancy rates range from 10-25%. **White Plains Hospital** has a 5-10% vacancy and on-going need for medical technicians, and specialty-area nurses, as well as pharmacists, speech and language pathologists and specialty-area nurses, especially in the Operating Room (OR) and Emergency Room (ER). **WESTMED Medical Group**, a private multi-service practice, has 50-60 medical technologists, 7-8 medical coders and 1-2 RHIA-certified HIT professionals. WestMED usually has a vacancy rate of 5-10%. These occupations have “Very Favorable” growth rates through 2020: radiologic technicians, 17.2% to 1,770 jobs; medical records and health information technicians, 14.3% to 1,200 jobs; and registered nurses, 15.3% to 22,780 jobs.¹⁰ **Connection** will train LTU workers to meet the annual demand in these occupations in the region: 50 openings for radiologic technicians, 30 for medical billing and coding, and 660 for registered nurses.

Employer-partners report difficulties in filling these positions because of (1) a dearth of skilled, qualified applicants, and (2) lack of resources for strong alignment from training provider to employer. For example, job openings for radiological technicians in the Hudson Valley are expected to increase from 1,510 to at least 1,770 (2010-2020), but only a few local schools provide training and those have long waiting lists. There is a need to coordinate

⁹ NYSDOL, Occupational Projections Hudson Valley Region, April 2014, report generated June 6, 2014

¹⁰ Ibid

resources to accelerate the pipeline of qualified workers to open positions, which **Connection** seeks to facilitate through this grant by (1) creating cohorts of LTU workers who can train together and pooling those resources to open new class sections at local college providers; and (2) holding quarterly partner meetings to foster the alignment of training with employer needs.

Employer Roles. Employer-partners support the project goals by identifying open positions within their organization and helping **Connection** to identify skills, certifications and training needed to match LTU workers to their open jobs. Employer-partners will provide work experiences to include 6-week to three-month internships and OJT training, and prioritize job openings to consider hiring LTU workers trained under this program. Liaisons of each employer-partner will coordinate with the Project Manager (to be hired under this grant) as cohorts enter training; help to design work experiences; provide supervising staff; facilitate the LTU workers' orientation, on-boarding, paperwork, and payroll; help workforce partners to support LTU workers on-site; collect and report data as needed; and collaborate with educational and workforce organizations on alignment of training and supports. Additionally, employers will identify incumbent workers who require training to advance, and work with the Project Manager to hire LTU workers to backfill job vacancies left by incumbent worker participants who move into higher-skill jobs. Employer-partners will participate in regional alignment meetings, and will provide speakers and lead workplace tours during the boot camp intensive described below.

Leverage existing partnerships. In implementing this program, the Westchester-Putnam WIB leverages existing partnerships with WIBs across the region to conduct outreach, coordination and local management; with training providers who are registered in the individual training account (ITA) system to provide training for LTU workers; with an internship program that allows 14+ colleges, universities and healthcare businesses to post available internships on a

shared website; and with NYSDOL to support this program by identifying LTU workers in its OSOS database and providing ongoing data and analysis. New partnerships include *Connection* employer-partners with whom we have worked informally in the past: the Westchester Medical Center, White Plains Hospital, Hudson Valley Health Center, and WestMED. *Connection* will develop new partnerships by networking with economic development agencies in the region, including the Westchester County Association, the Hudson Valley Economic Development Corp, Patterns for Progress, and others; by networking with the 16+ hospitals in the region; and by working with the Center for Regional Healthcare Innovations, based at Westchester Medical Center, which is part of an initiative to reform healthcare and its workforce statewide.

iii. Targeted Population. *Connection* proposes to serve up to 500 LTU workers from among the 74,721 LTU workers across the Hudson Valley who are currently registered in the NYSDOL OSOS database, including 1,316 who formerly worked in healthcare and who will be contacted first. NYSDOL will provide the target list from its databases. The Project Manager will monitor data capture during the assessment process to ensure that the first 425 slots (85%) are filled with LTU workers who are eligible and interested in this program. No more than 75 slots (15%) will be reserved for incumbent workers to be identified by employer-partners. Traditionally, incumbent worker training is 15% of what WIBs in the region offer.

LTUs in the Hudson Valley. An analysis of OSOS data (NYSDOL, 2014) indicates that among LTU workers in the region, 54% are male, and 61.2% are age 45 and older. LTUs are well educated: 29.2% have a high school diploma or equivalent; 20.5% have some college; 10.1% have a 2-year degree; 16.8% have a bachelor's degree; and 10.1% have a post-graduate degree. LTU workers in the region with healthcare experience have even more education: 17.3% have a high school diploma or equivalent; 22.3% have some college; 23.7% have a 2-year

degree; 14.5% have a bachelor's degree; and 13.8% have a post-graduate degree. In their last full-time position, LTU workers overall were concentrated in Office and Administrative Support (20%), Management (12.8%), and Sales and Related Occupations (11.1%).

Many Hudson Valley LTU workers are transitioning and retraining *themselves* - but because they are doing this without connection to employers they make choices that limit their earnings, their personal development, and their contribution to the local economy. Some 1-3% of discouraged workers leave the workforce.¹¹ Many take part-time jobs; NYS's under-employment rate was 13.1% in the second half of 2013 -- higher than the 12.6% in the US overall.¹² Across the state there are 500,000 workers -- *half a million educated and employable workers* -- either experiencing long-term unemployment and/or too discouraged to continue looking for work.¹³ Many LTU workers were laid-off in fields that have undergone profound changes since 2008 (*e.g.*, finance, sales, and law) and whose jobs are never coming back. Many are unemployed for the first time in their careers, and are thus depressed, isolated, and rapidly de-spending to make a life for their family in one of the nation's most expensive regions in which to live.

LTU Training Needs. LTU workers who have been out of school for 20 years or more need instruction and review in the math and sciences required for healthcare occupations, including basic arithmetic, statistics, data interpretation, anatomy and physiology, biology, and chemistry. Through the assistance of educational partners, ***Connection*** intends to offer LTU cohorts non-credit review courses in math and science. LTU workers may also have to pre-qualify or test into certain courses of study such as nursing, for which college partners can provide preparation courses. These workers need support in addressing depression and feeling confident re-entering the marketplace after a significant gap in employment, and assistance in

¹¹ "Economy is New Paltz forum focus," by Laurence Gottlieb, Hudson Valley Business, June 9, 2014

¹² Ibid

¹³ NYS Economic and Fiscal Outlook 2014-2015, retrieved May 29, 2014 from www.fiscalpolicy.org

translating skills to a new work environment. They need a network of people who understand their plight and can provide support. And they need financial assistance in getting the training they need for re-employment in a new field. *Connection* provides exactly that.

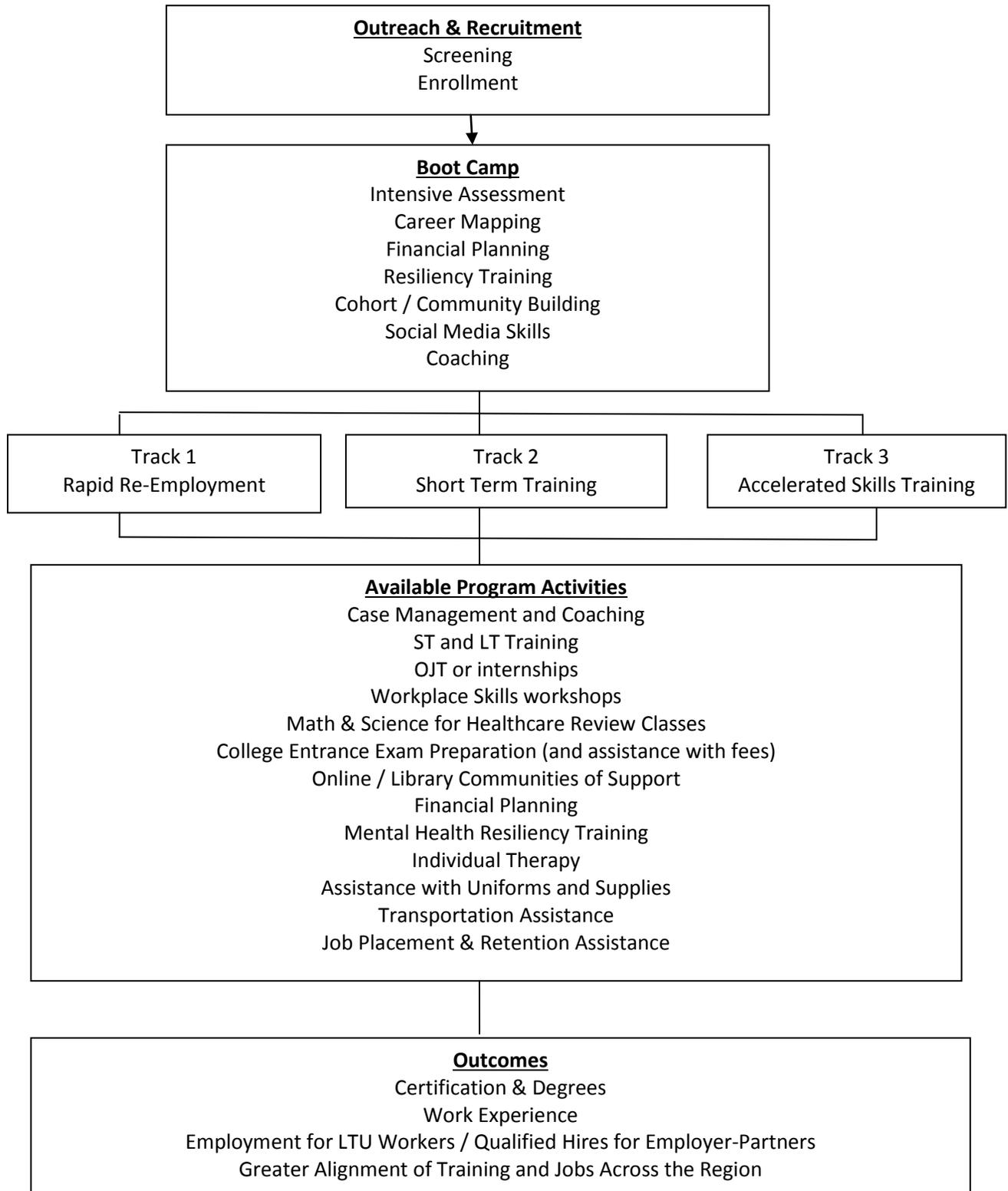
Incumbent training. The Project Manager will coordinate with employer-partners to identify workers who can be upgraded to H-1B positions, and whose jobs can then be earmarked for LTU workers who will be trained to replace them. For example, training experienced RNs as case managers or specialty-area nurses would create a need for more RNs at entry- to middle-skill levels. Training will be identified in a six-month planning period at the start of the contract.

2. Methodology and Work Plan

i. Program Model/Strategy. *Connection* begins with a comprehensive, upfront assessment and an intensive, six-week training program that leads to three tracks: (1) coaching and other short-term, specialized services culminating a direct job placement to middle- and high-skilled jobs; (2) short-term training leading to employment; and (3) accelerated skills training along a career pathway that leads to an industry recognized credential and employment, as further explained below. All participants receive case management and up to 12 months of follow-up supports, including retraining and re-employment, if warranted.

a. Outreach & Recruitment. Eligible LTU applicants can enter H-1B occupations: they are 18+, with a high school diploma or equivalency and some college and / or work experience. Each program year, NYSDOL will identify LTU workers in its databases, including those with healthcare experience, and will provide quarterly updates to identify persons who are terminating after 26 consecutive weeks of unemployment benefits. Project staff will contact LTU workers with healthcare experience first to confirm their eligibility, availability and interest in selected occupations for which training and jobs have been identified.

Hudson Valley HealthCare Workforce Connection Process Flow Chart



Hudson Valley HealthCare Workforce Connection / Ready to Work Project Narrative

The Project Manager will oversee a marketing and outreach campaign to include promotions on WIB and partner websites; flyers in One-Stop Career Centers, colleges, and employer workplaces; outreach through local libraries that host Job Clubs; referrals from United Way's 2-1-1 social service hotline; referrals from the Hudson Valley Supportive Services for Veterans Family (SSVF) program; and a social media campaign to be coordinated by a Social Media Navigator to be retained in this grant.

To coordinate an effective recruitment process, the Project Manager will lead weekly calls to hold all partners accountable for outreach and referral, and to keep all parties apprised of enrollment goals and measures. *Connection* will rely on employer-partners to identify incumbent workers and their training needs. Over four years, *Connection* proposes to recruit up to 700 persons and to serve up to 500 individuals (see table, below). Every effort will be made to create cohorts of 25 LTU workers based on career interest, skill level, and / or geography. Cohorts will proceed together through the program and thus increase support, community, and retention.

Year	# Persons Served	# from Westchester	4-County Cohorts	Westchester Cohort
1	50	25	0	1 cohort of 25
2	150	75	3 cohorts of 25	3 cohorts of 25
3	150	75	3 cohorts of 25	3 cohorts of 25
4	150	75	3 cohorts of 25	3 cohorts of 25
Total	500	75	3 cohorts of 25	3 cohorts of 25

b. Assessment Strategy. LTU workers who pass the eligibility screening will be taken through a weeklong assessment process using a multi-part instrument. Personal Navigators will capture applicants' demographic information, and then engage each applicant in a guided discussion intended to capture participant behaviors, attitudes, experiences, barriers, goals, and the need for supportive services. Personal Navigators will assess their skill levels, aptitudes, abilities and competencies and help to map skills gaps, including education needed for healthcare

professions (*i.e.*, math, science, terminology). Resumes and work experience will be reviewed, and LTU workers will be assisted in identifying skills transferrable to targeted healthcare occupations. The assessment also will explore applicant appropriateness for various occupations, stress levels, capacity for emotional regulation, perceived social support, and level of workforce readiness. Personal Navigators will case conference with the Project Manager to confirm enrollment recommendations and ensure that 85% of enrollees are LTU workers. Each LTU worker will be assigned to a Personal Navigator who will provide case management, referrals, data monitoring, and coordination of services to him or her personally, and within a cohort.

Ready to Work Plan. As a first step in the program, LTU workers will collaborate with their Personal Navigator to develop a Ready to Work Plan from the assessment information. The plan will identify career(s) to be explored during a six-week boot camp (see below); create a career road map for progress through the program and to achieving USDOL goals including education, receiving a degree or credential, and unsubsidized employment. The Ready to Work Plan will be entered in the OSOS database to facilitate tracking and reporting throughout the grant period and across all participating WIBs. Personal Navigators will motivate LTU workers and monitor their progress to plans and stated goals at least every other week.

For incumbent workers, Personal Navigators will work with employer-partners and the employee to jointly develop a training and work experience plan, and support their career advancement (they will not attend the boot camp). Personal Navigators also will work with employer-partners to create job positions that can be filled by LTUs being trained under this grant.

c. **Rapid Reemployment and Training Strategy.** As indicated in the Ready to Work plan, all participants will be assigned to one of three tracks based on interest and skills gap assessments that will be mapped to training and employment requirements during the planning phase. Those who

Hudson Valley HealthCare Workforce Connection / Ready to Work Project Narrative

are deemed "work ready" because of past health care experience that is a match to identified jobs will be assigned to Track 1 to work with a job developer on rapid job placement.

Those whose skills assessment indicates a gap that can be addressed with short-term training, or those who need more confidence or support will be assigned to Track 2, where they will engage in a 6-week boot camp followed by short-term training and either internships or OJT leading to job placement in the field. Those who are entering a new career path or who otherwise need more intensive skills training will be assigned to Track 3. Here, LTU workers will follow their 6-week boot camp with accelerated skills training that may start with cohort classes for entrance exam prep or math and science review and lead to college or graduate courses intended to support high-level employment, internships and, eventually, job placement. These strategies are appropriate in that they provide the most effective pathway to re-employment, let individuals proceed at the pace that is comfortable for them, and follows a triage process that has been effectively deployed many times by the WIB and its partners.

Training & Degrees. Connection partners have identified skills training and degrees in occupations for which our employer-partners are hiring, and will support LTU workers with ITAs of up to \$6,000 each for training to include: ***Medical Billing and Coding***. Partner Berkeley College School of Health Studies offers a 90 quarter-credit hours / 2 years of skills training, resulting in an Associate's Degree. Partner Orange-Ulster BOCES offers 120-140 hours of skills training in Certified Billing & Coding Specialist; Certified Electronic Health Records Specialist: 120 -140 hours of skills training. Rockland Community College Healthcare Informatics Learn & Earn Center (with Six Sigma Associates) offers 420 hours of skills training leading to a Certified Medical Coder and ICD-10 certification, including work in a simulated professional office.

Registered Nurse. Westchester Community College offers a 55-credit / 2-year program with a clinical component leading to an Associate's Degree in Nursing and state licensing as an

RN. Rockland Community College offers a 67-credit /3 year Registered Nurse program with a clinical component leading to an Associate's Degree in Nursing and state licensing as an RN.

Partner Dominican College offers an accelerated nursing program for individuals who already have a bachelor's degree: a full-time, one-year program, and a two-year weekend program, both leading to state licensing as an RN. *Connection* partners plan to design and fund cohort training in radiologic and MRI technologists at local colleges that don't currently have the capacity, or offer the certifications that employers desire. This will be developed during a planning phase.

Connection will work with employer-partners to identify incumbent workers, to design appropriate training, and to identify proof that training is completed and the worker is advancing.

OJT / Internships. Employer-partners will help to design, and then will assign supervisors to oversee the implementation of 6-week to three-month internships, and up to three-month OJT. Employer-partners will enter into contracts with the Westchester-Putnam WIB, who will reimburse them up to \$20 per hour for wages of up to \$40 per hour paid to LTU workers who are placed in their workplace. Stipends of up to \$10 per hour for internships will be paid directly to LTU workers. Wherever possible, LTU workers will be placed in cohorts of two to support and reinforce their learning on the job.

d. Supportive Services and Specialized Participant Services Strategies

Cohort Supports. *Connection* is based on best practices that indicate that vulnerable populations who proceed through long-term workforce and education programs in small groups (*i.e.*, cohorts), have greater retention than those who do not. Based on the Posse Model designed by Deborah Bial, founder of the Posse Foundation, the approach provides team-building, peer mentoring, and training to cohorts of at-risk youth and has been successful in achieving college persistence and graduation rates for these youth of 90%—significantly above the national

average.¹⁴ As such, **Connection** will allocate significant time to community-building and work within cohorts wherever possible. Cohort supports include coaching, skills workshops, job clubs, and anywhere-anytime social media communities, as follows:

Coaching. The trust, understanding, and communication established with **Connection** Personal Navigators will create the social capital needed to support participants in their transition into full-time employment in the healthcare field. Navigators will provide one-on-one support at least bi-weekly to include case management, referrals, service coordination, and trouble-shooting. At least once each month, the Navigator will call the cohort together for a skills-building or community-building workshop, which may be held online or in person, depending on the needs of the cohort.

Case Management. Personal Navigators will manage a caseload of workers and (1) provide assessments, (2) work with participants to develop Ready to Work plans, (3) provide on-going case management, referrals, and coordination of services, (4) lead workshops and provide coaching for LTU individuals, (5) collect and enter data on caseload participants and analyze progress for weekly meetings, (6) troubleshoot and support participants in meeting goals, and (7) participate in weekly case meetings, bi-weekly client meetings, monthly management meetings, quarterly alignment meetings, and annual stakeholder assessment meetings.

Connection Club meetings at local libraries will be held once per month and will be led by LTU workers with the support of their Personal Navigator. This is intended to be a social networking space where individuals can come together in person for support and to share experiences and ideas for successfully pursuing full-time employment in the healthcare field. This will be facilitated through partnerships with library systems across the Hudson Valley Region.

Social Media, to be facilitated by a Social Media Navigator, will provide anytime-anywhere support, resources, community and connection across all cohorts. This navigator will

¹⁴ Retrieved on June 6, 2014 from: <http://www.possefoundation.org/>

facilitate real-time and asynchronous conversations on Linked In, Facebook, Google Hangout, and other free and publicly available sources.

Additional support services will be offered through the six-week boot camp, which is inspired by the effective Platform to Employment model. After a one-week assessment, LTUs will proceed through five themed, scaffolded tracks: (1) ***Personal Skills, Strengths and Aptitudes***. LTU workers experience stress and negative coping skills as a direct result of their unemployment situation (Kaiser & NPR, 2011)¹⁵: 56% experienced difficulty sleeping or loss of sleep; 21% sought help from a medical professional for stress or other major health problem; and 9% increased their use of alcohol or drugs. To address this, mental health professionals will explore themes of resiliency and reinvention with each cohort in a series of three workshops. Up to 15 persons will be offered a series of up to 10 private, one-on-one sessions to address on-going depression, stress, fear of change or other issues common to LTUs. Individuals who need further assistance after that will be referred to appropriate providers.

(2) ***Reconnecting to the Workforce: Transferring Skills, Adapting to Change.***

Employer-partners provide introductions to targeted professions, including off-site "Day on the Job" experiences to allow LTU workers to *see* themselves in the field. Personal Navigators help LTU workers to articulate skills and help them plan to acquire the skills they need. (3) ***Community-Building, Networking, & Social Media to Support Transitions.*** Cohorts will be given a primer on how to effectively use LinkedIn, Facebook, Google Hangout and other social media to network, market, research, and continue skills training and education. In addition, participants will be introduced to the ***Connection*** online community to be developed through this grant and supported in how to use it to keep in touch with cohort members through the project.

¹⁵ Retrieved on June 7, 2014 from: <http://www.npr.org/2011/12/09/143438731/the-impacts-of-long-term-unemployment>

(4) ***Planning and Financial Forecasting for the Transition into Healthcare.*** Through a series of workshops, participants will examine the financial impact of long-term unemployment, how to manage their households while engaging in education and credentialing, and how to plan for their financial future. And (5) ***Applications and Preparation for Continuing Education and Work.*** LTU workers will be supported in putting together applications for college and training programs, and supported in updating their resumes and preparing for healthcare interviews.

e. Job Placement Strategy. Job Placement. Connection offers job placement in three ways: (1) through networking with employer- partners who will report on job openings and identify incumbent worker positions to be back-filled; (2) in coordination with job developers who will market the workers to employers and help LTU workers find openings in H-1B occupations in healthcare; and (3) in partnership with the WPWIB's healthcare sector partnership, an advisory board of sector leaders who meet regularly with the Project Executive. Job Developers will follow placement with retention supports, including career coaching, for up to 12 months. Should LTUs lose their job placement, Job Developers will hold a debriefing conversation and then create a plan for additional training and / or re-placement. LTU workers also may be referred to internship opportunities until permanent employment can be found. Personal Navigators will continue to provide case management, service coordination, and cohort support through the project period.

ii. Project Work Plan. Attached. ***Activities and Timeframes.*** Key activities are: (1) ***Planning.*** During the first six months, partner representatives will procure and / or hire the project management team and training facilitators; confirm partners and execute contracts; confirm occupational categories for which training and H-1B jobs are available; map skills to training and job requirements in those occupations; confirm assessment tools and processes; work with partners to develop radiologic and MRI technologist training; develop the boot camp

training curriculum; and establish meeting schedules for monthly project management and quarterly regional education and training alignment meetings.

(2) **Outreach & Recruitment.** As further detailed on page 10, a 60-day intensive recruitment campaign will be held each project year. (3) **Boot Camp.** As further described on page 15, every cohort of LTU workers will engage in a six-week boot camp, to be held in the Fall, Winter and Spring of each project year. (4) **Case Management.** As further described on page 14, case management and coaching will be held year-round and is available to participants throughout the project period. (5) **Training.** As detailed on pages 2 and 13, training will follow college partners' existing course or semester schedule; cohort classes for test prep and math and science review will be held between the end of boot camp and the start of training. (6) **Subsidized Employment.** This will include OJT, for which **Connection** will reimburse wages by up to \$20 per hour (max 50% of \$40 per hour), and internships, for which **Connection** will pay worker stipends of up to \$10 per hour, as described on page 13. (7) **Unsubsidized Employment.** This includes permanent, unsubsidized job placement including rapid re-employment and job retention.

3. Organizational Capacity and Project Management The Westchester-Putnam WIB is qualified and capable of managing the programmatic, fiscal, and administrative components of large-scale federal grants. The largest provider of training and employment services in the Westchester and Putnam counties, the Westchester-Putnam WIB serves more than 13,000 individuals per year. The WIB operates the Westchester One-Stop Career Center; provides job seekers with career planning, work readiness education and training; and helps employers to develop strategic plans and customize training. Current WPWIB management has been in place since 2000; key staff averages 20 years of workforce development experience.

Partners. **Connection** includes the workforce system, including five WIBs representing Westchester-Putnam counties, the City of Yonkers (in Westchester), and Dutchess, Rockland and

Orange counties, as well as their One-Stop Career Centers and staff; employer-partners Westchester Medical Center and the MidHudson Regional Hospital of Westchester Medical Center, White Plains Hospital, Hudson Valley Hospital Center and WestMED Medical Group; and training providers Westchester Community College, Orange-Ulster BOCES; Dominican College, Rockland Community College, Fordham University, and Berkeley College. Colleges provide training in the targeted occupations as well as in other healthcare occupations identified by employer-partners. Partners have provided letters of commitment, and contracts will be executed during the planning phase.

Project Staffing. The proposed project will be overseen in an executive capacity by WPWIB Director Donovan Beckford, who has an MBA from Baruch College, a BA in Computer Science from Lehman College, and over 25 years of experience managing operations and ensuring effective grant administration and achievement of outcomes. He led the design and implementation of the multi-partner Green Talent Pipeline and has managed several large-scale federal contracts, including USDOL YouthBuild and Strive for the Future (subgrant), participation in the WIRED initiative, and WIA monies. As **Project Executive** he is assigned at 10% to manage effective partner coordination and service delivery.

Project Administrator Ali Tarshoun manages the One-Stop Career Center as well as special projects for the WPWIB. In his 11 years at the WIB he has administered large-scale, federally-funded projects including the Hurricane Irene and Hurricane Sandy program, and has coordinated OJT programs with local employers. He has an MPA from Pace University. He is assigned at 50% to manage the administrative tasks of the project, including procurement, allocation of ITA, OJT and internship vouchers and monies, scheduling, data collection, reporting through the OSOS system, and oversight of the project management team. One FTE

Grant Fiscal Specialist, TBD, at 100% will provide grants management, supervise budget expenditures, and create financial reports.

The WPWIB will contract with an employment & training focused organization that has the expertise, capacity, and processes in place to manage a regional project with more than a dozen partners and 500 participants. The WPWIB will procure these services from a pool of pre-qualified organizations that have demonstrated experience in managing million-dollar grants toward successful outcomes. The procurement and on-board process is expected to take from 6-8 weeks. The organization will provide a turn-key operation, including a FTE, dedicated **Project Manager** who will be a senior-level manager (10+ years of experience) with proven experience in coordinating large, complex, multi-partner contracts; project management experience, preferably in a workforce / HR environment; at least a bachelor's degree; and outstanding communications, presentation and organizational skills.

This Project Manager will work out of the Westchester One-Stop Career Center in White Plains and report to the Project Administrator. He will lead broad-based recruitment; coordinate and expand partnerships; monitor the progress and effectiveness of the program; manage the budget; oversee payroll and stipends; coordinate services with the One-Stop Career Center; head weekly progress meetings; and ensure accurate records and reporting. The Project Manager will supervise project personnel, vendors and contractors; and manage program quality, reporting and performance to stated goals.

The project management organization also will provide the team reporting to the Project Manager and responsible for the day-to-day work in this project: 2.5 **Personal Navigators**, including 1 FTE Personal Navigator for Westchester-Putnam and Yonkers, and 3 PT Personal Navigators for each Rockland, Orange and Dutchess WIBs. These are career counselors and case

Hudson Valley HealthCare Workforce Connection / Ready to Work Project Narrative

managers who conduct outreach, assessment, case management, service coordination, coaching and support; and 2.5 **Job Developers**, including 1 PTE Job Developer for Westchester-Putnam and Yonkers, and 3 PT Job Developers for each Rockland, Orange and Dutchess WIBs to recruit employers, match LTU workers to open jobs, supervise job placement, and support LTU workers placed in internships, OJT, and unsubsidized employment.

The **Social Media Navigator** will be responsible for online program marketing, developing and leading online communities, overseeing online community-building intended to improve retention, and training cohorts to use these tools to build networks of support over the term of this grant. This will be a contracted position that will be procured through Westchester County's RFP processes, and is expected to take 4-6 weeks through award and on-boarding.

Similar Experience and Capacity. The WPWIB's annual budget (2013-2014) totals \$14.6 million, including \$4.5 million of WIA formula and related funds, and \$10.1 million of discretionary funds including YouthBuild, National Emergency Grant and several state and local funding sources. The WPWIB has orchestrated several large-scale, multi-partner grants across the Hudson Valley Region, including the 2008 NYSDOL funding for a 13N grant to create a Green Talent Pipeline and a 12N grant to provide services and contextualized learning to workers through a Limited English Proficiency Program, which met all goals for enrollment, training, education, placement and retention. As the lead grantee on a YouthBuild project (as of 3/31/2014) we have enrolled 60 (100%); placed 14 (33%) in employment and / or education with 28 pending (66%); helped 18 (46%) to obtain certifications and degrees, with 21 (54%) pending; and 25 (76%) have improved literacy and numeracy, with another 8 (24%) pending. As a subgrantee on the Strive for the Future project, (as of 3/31/2014), the WPWIB has enrolled 36 (72%) with 14 (28%) pending; has 33 (66%) who completed CORE training, with 17 pending (34%); have 2 (20%) who completed

a high school diploma or equivalency with 8 (80%) pending; have placed 16 (59%) in internships with 11 (41%) pending; and have 23 (46%) complete their community service / restorative justice project, with another 27 (54%) pending.

Fiscal Management. The WIB has been a responsible steward of government funds, including more than \$14.6 million in government contracts and formula funds (FY 13-14). WIB staff is experienced in managing grants to contract requirements, in keeping funding streams distinct, and in providing the extensive reporting that government contracts require. The county uses the Advantage Financial System to manage all fiscal, personnel and payroll functions and to monitor, disburse and report funds by grant; track expenditures to budget; and raise flags on variances to be reviewed. Internal grant management includes a risk management review, requires multiple approvals on expenditures, and incorporates reporting and review of expenses to budget and progress to goals. All vendors payments are processed quickly and paid on time.

Systems and Processes. All services to job seekers, workers, and businesses are tracked through OSOS, which allows for consistent, accurate and expedient reporting of outcomes aligned to Federal common measures and NYS customer service measures. Financial reporting is created weekly and monthly using the Advantage Financial System.

Grants Management. Program and financial reports for the WIB's contract with USDOL ETA for YouthBuild have been submitted on time. To ensure grant activities are completed within the period of performance, a project manager leads weekly meetings of key staff to review the project status to the work plan; forecasts issues and re-allocates resources as needed to advance the project to stated goals; and conducts annual self-assessments with key stakeholders to obtain feedback as part of a process of continual improvement.

Procurement Processes. The WIB's fiscal agent is Westchester County Department of Social Services, which provides personnel to manage all procurement and contracting processes, and to ensure that all local, county, federal, and state procurement requirements are met. The goal is to ensure that the goods and services the County requires are provided economically, fairly, and through a consistent and transparent process. The county's Chief Procurement Officer ensures that the internal buyer defines specifications and qualifications; formats these in an RFP; publicly disseminates this RFP (via website, listserv, and email); secures at least three quotes; that terms are negotiated with the lowest responsible proposer; and that contracts are executed before work begins. While law requires written bids only for purchases valued at \$75,000 or more, in practice, the County seeks bids and/or requests for proposals for all services.

4. Outcomes and Outputs. i. Projected Performance Outcomes. Personal Navigators will capture key data at assessment, enter it into OSOS, and work with participants at least bi-weekly to support their progress per their Ready to Work Plan. Navigators will review progress across the cohort in weekly case conferences and monthly program management meetings with the Project Manager. Management reports will be generated weekly, monthly and quarterly. Performance projections are below and attached as Numerical Outcomes Projections (Attachment B): (1) Total participants served: 500, including 425 LTUs and 75 incumbents. (2) Total participants enrolled in education/training activities: 85%, or 425. (3) Total participants completing education/training activities: 85% or 312. (4) Total participants who complete education/training activities who receive a degree, or other type of credential: 16% or 50. (5) Total unemployed participants who obtain unsubsidized employment (includes all employment placements for long-term unemployed and unemployed participants served through the project): 90% or 345. (6) Total incumbent workers that advance into a new position: 90% of 75, or 68. (7) The average wage that participants will earn at

placement into unsubsidized employment (this includes incumbent workers who retain their positions and get wage gains after the program, if applicable): Between \$600 and \$1,100 per week.

Explanation of Outcome Projections. The outcomes are based on historical data and past experience in managing hard-to-place populations.

ii. Ability to Report Outcomes. *Tracking data.* Data collection begins at assessment with in-depth recording of participant-level demographics, unemployment, and baseline behavioral and attitudinal survey results and will extend through the last day of the four-year grant. Personal Navigators enter baseline and progress data into OSOS and note participant progress toward Ready to Work plan. Personal Navigators review progress at least bi-weekly with participants, and share data on services, activities, and employment outcomes in their caseload weekly in team meetings / case conferences.

Employment outcomes. Participants will be encouraged to keep the ***Connection*** community updated as to their employment via social media, and to network, encourage, and mentor other LTU members of the community who are coming up behind them. Navigators will stay in touch with all caseload participants for the full grant period, and will request copies of pay stubs as documentation of employment. Further, employers who participate in quarterly alignment meetings will be asked to confirm program participants who are still on their payroll.

iii. Cost-Per-Participant. *Cost per Participant. Connection* costs about \$19,737 for each of 500 participants, inclusive of LTU and incumbent workers. That cost is on par with the cost per participant of YouthBuild, estimated at \$22,000 nationwide (YouthBuild USA, 2003). YouthBuild provides services and supports that are similar in intensity, and is additionally structured in cohorts that allow the population to develop a community of support to motivate and retain them over the course of the project.

Attachment C: Hudson Valley Healthcare Workforce Connection, Work Plan

Activity						
		Implementer(s)	Costs		Time	
Activity #1: Planning	D.1. Execute Partner Contracts. D.2. Hire Project Management Team D.3. Design & Develop Boot Camp	WPWIB Project Admin and Partners	Strategy Total: Equipment: Year 1: Year 2: Year 3: Year 4:	\$131,710 \$3,500 \$128,210	Start Date: End Date: Milestones:	10/1/2014 4/1/2015 Onboard PM Team Setup Nav Offices Create Bootcamp
Activity 2: Outreach & Recruitment	D.1 Conduct Outreach, D.2. Enroll Cohort	WPWIB Project Admin, Project Management Team and Partners	Strategy Total: Equipment: Year 1: Year 2: Year 3: Year 4:	\$1,331,919 \$182,967 \$332,853 \$499,533 \$316,566	Start Date: End Date: Milestones:	2/1/2015 2/1/2018 LTUs contacted LTUS oriented incumbents
Activity 3: 6-week Boot Camp for each Cohort	D.1. Comprehensive Assessments, D.2. Create Ready to Work Plan D.3. Develop Financial Plan D.4. Apply / Transition to Training or	WPWIB Project Admin, Project Management Team and Partners	Strategy Total: Equipment: Year 1: Year 2: Year 3: Year 4:	\$1,221,531 \$107,970 \$260,067 \$426,747 \$426,747	Start Date: End Date: Milestones:	4/1/2015 9/30/2018 Assessment Ready to Work Plan Placement in Training
Activity 4: Case Management	D.1. Case Management, D.2. Coaching, D.3. Workshops	Project Management Team	Strategy Total: Equipment: Year 1: Year 2: Year 3: Year 4:	\$781,964 \$82,310 \$183,087 \$349,767 \$166,800	Start Date: End Date: Milestones:	4/1/2014 9/30/2018 Monthly progress Exit Post-Exit follow-up
Activity 4: Training	D.1. Enter / Complete Short Term Training D.2. Enter / Complete Long Term Training	Partner Colleges	Strategy Total: Equipment: Year 1: Year 2:	\$2,453,587 \$305,000 \$931,285	Start Date: End Date: Milestones:	5/15/2015 9/30/2018 Enter Training Exit Training

	D.3. Earn Degree or Certificate		Year 3: Year 4:	\$302,302 \$915,000		Degree or Certificate
Activity 6: Subsidized Employment (OJT, Internship)	D.1. Enter / Complete Internship D.2. Enter / Complete Internships	WPWIB Project Administrator, Project Management Team, and Partners	Strategy Total: Equipment: Year 1: Year 2: Year 3: Year 4:	\$2,821,118 \$306,151 \$838,322 \$838,322 \$838,322	Start Date: End Date: Milestones:	5/15/2015 9/30/2018 Enter Sub Employment Exit Sub Employment
Activity 7: Unsubsidized Employment	D.1. Job Placement, D.2. Job Retention, D.3. Job Advancement	Project Management Team - Job Developers - Partners	Strategy Total: Equipment: Year 1: Year 2: Year 3: Year 4:	\$1,126,508 \$216,780 \$233,067 \$463,410 \$213,251	Start Date: End Date: Milestones:	5/15/2015 9/30/2015 Enter Jobs Retain in Jobs Advance in Jobs

1. **Lead Applicant Name:** Westchester-Putnam Local Workforce Investment Board (WPWIB)
2. **Lead Applicant City/State:** White Plains, NY
3. **Primary Partnership Entities:**
 - The Workforce System, including five WIBs representing Westchester-Putnam counties, the City of Yonkers (in Westchester), and Dutchess, Rockland and Orange counties, as well as their One-Stop Career Centers and staff;
 - Training Providers, Westchester Community College, Orange-Ulster BOCES; Dominican College, Rockland Community College, Fordham University, and Berkeley College; and
 - Businesses, Westchester Medical Center and the MidHudson Regional Hospital of Westchester Medical Center, White Plains Hospital, Hudson Valley Hospital Center and WestMED Medical Group.
4. **Areas Served by the Grant:** Westchester, Putnam, Dutchess, Rockland, and Orange counties, NY, and all towns and cities therein.
5. **Total Funding Level Requested:** \$9,868,337.
6. **Project Name:** Hudson Valley HealthCare Workforce Connection ("*Connection*")
7. **Summary of Program Activities and List of Credentials to be Awarded:**
 - Activities: Case Management and Coaching; S/T and L/T Training; OJT or internships; Workplace Skills workshops; Math & Science for Healthcare Review Classes; College Entrance Exam Preparation (and assistance with fees); Online / Library Communities of Support; Financial Planning; Mental Health Resiliency Training; Individual Therapy; Assistance with Uniforms and Supplies; Transportation Assistance; and Job Placement & Retention Assistance.

- **Credentials:** Associate's degrees, state licensing, and field-specific certifications:
American Registry of Radiologic Technologists (ARRT) certification; ICD-9-CM, ICD-10, Certified Professional Coder, or CPC; Certified Professional Coder - Payer, or CPC-P; American Nurses Association, American Nurses Credentialing Center (ANCC), CPR & First Aid and related emergency aid certifications, etc.
- 8. **Populations to be Served:** 500 persons including 425 (85%) Long-Term Unemployed workers; and up to 75 (15%) incumbent workers.
- 9. **Targeted H-1B Industry(ies)/Occupation(s):** Radiologic and MRI technicians, Medical Coders, and Nurses.
- 10. **Required Employer Partners:** Westchester Medical Center and the MidHudson Regional Hospital of Westchester Medical Center, White Plains Hospital, Hudson Valley Hospital Center and WestMED Medical Group;
- 11. **Public Contact Information:** Donovan Beckford, Executive Director of the WPWIB, 914-995-3707; dpb2@westchester.gov



Jon B. Schandler
Chief Executive Officer
(914) 681-1213
E-mail: jschandler@wphospital.org

LOC for White Plains Hospital

June 17, 2014

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

This will serve as our letter of commitment as a Hudson Valley Healthcare Workforce Connection partner. White Plains Hospital is pleased to be one of several healthcare employer partners supporting the growth and expansion of the healthcare industry in Westchester County, New York.

White Plains Hospital (WPH) is a 292-bed, not-for-profit health care organization with the primary mission of offering high quality, acute health care and preventative medical care to all people who live in, work in or visit Westchester County and its surrounding areas. Centers of Excellence include, the William & Sylvia Silberstein Neonatal & Maternity Center and The Ruth and Jerome A. Siegel Stroke Center. The Hospital's Flanzer Emergency Department is the busiest in Westchester County, seeing over 55,000 visits a year. White Plains Hospital is the only community hospital in Westchester County licenses to perform emergency & elective angioplasty. The Hospital is fully accredited by the Joint Commission and earned its recognition as a Top Performer for Key Quality Measures in 2013. The Hospital is also an eleven-time winner of the Consumer Choice Award, an honor given to the nation's top hospitals by the National Research Corporation, and received Magnet designation in 2012 from the American Nurses Credentialing Center (ANCC).

In early May, WPH signed an affiliation agreement with the Montefiore Health System. (The agreement will be finalized upon approval from regulatory authorities.) This partnership will bring together the best of each of these two institutions to create a model of healthcare for the future. Through this innovative partnership, WPH will serve as the tertiary hub of Montefiore's Westchester network and become a member of the Montefiore Health System.

WPH has an on-going need for Medical Technologists, Pharmacists, Speech and Language Pathologists and Specialty-Area Nurses, especially in the Operating Room (OR) and Emergency Room (ER). These positions are critical to the effective operation of the hospital. Yet both have been difficult to fill, because of a lack of trained and qualified candidates. At any one time, WPH is seeking to fill 5-10% of these positions.

Harry P. Albert Department of Physical Medicine & Rehabilitation • Bendheim Pavilion • Maxine and John Bendheim Emergency Services Department
Maxine & John Bendheim Intermediate Care Center • The Kylie & Louis R. Cappelli Pediatric Emergency Center • Combe Lobby • Dickstein Cancer Treatment Center
Frank & Edith Dickstein Pavilion • Royal H. Durst Memorial Unit • The Flanzer Center for Emergencies and Critical Care • Flanzer Pavilion • Jewett Pavilion
Lilly & David Lieb Family Health Center • Anthony J. Marano, M.D. Cardiac Care Unit • Adele & Norman Morris Ambulatory Surgery Center • Ruth & Jerome A. Siegel Stroke Center
Silberstein Pavilion • William & Sylvia Silberstein Cardiology Center • William & Sylvia Silberstein Neonatal & Maternity Center • Agnes Mulree & Samuel E. Van Cleave Unit
Westchester Orthopaedic Institute • Winslow Hall • Women's Imaging Center at Rye Brook

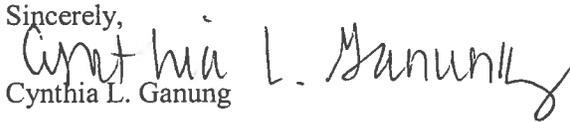
White Plains Hospital is willing to be an active participant in the Ready to Work grant in the following ways:

- Help to design 3-month internship programs at WPH and to place interns from the Ready to Work pool
- Provide department managers to supervise internships
- Communicate and coordinate with the Westchester-Putnam WIB regarding interns, open positions and outcomes
- Help the WIB to support long-term unemployed workers at the jobsite
- Provide on-going feedback and advice as the program proceeds
- Collect and report data as needed to support the program's success
- Provide a liaison to the Hudson Valley Healthcare Workforce Connection
- Be willing to hire from the pool of trainees in the Ready to Work program (WPH has employed workers with H-1B visa).
- Provide a supervisor /mentor for each long-term unemployed worker placed in an internship
- Provide related office equipment and supplies needed by the long-term unemployed worker to perform the job

In the past, WPH has hired employees with H-1B visas, and we are thoroughly committed to working with the Westchester-Putnam Investment Board to hire qualified workers trained through this grant. We hope you will give serious consideration to their proposal.

Sincerely,

Cynthia L. Ganung





Westchester
—MEDICAL CENTER—

Human Resources

19 Bradhurst Avenue, Suite 3080N
Hawthorne, New York 10532

914.493.7840
914.493.8637 fax

www.westchestermedicalcenter.com

June 13, 2014

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

This will serve as our letter of commitment as a Hudson Valley Healthcare Workforce Connection partner. This partnership will help educate and train the long-term unemployed in the local workforce, create and fill jobs and improve the overall economy of the region. The Westchester Medical Center is pleased to be part of this effort.

Located in Valhalla, New York, Westchester Medical Center is the Hudson Valley region's advanced medical care and referral hospital, serving more than 3.5 million people. Each year, more than 120,000 patients receive care at Westchester Medical Center in every clinical specialty through our main hospital, our Maria Fareri Children's Hospital – the only all-specialty children's hospital in the region – and our Behavioral Health Center. In May, Westchester Medical Center completed the acquisition of the former St. Francis Hospital in Poughkeepsie, which has been renamed the MidHudson Regional Hospital of Westchester Medical Center. As such, the hospitals serve residents in Westchester, Putnam and Dutchess counties.

Westchester Medical Center is among the region's largest employers with more than 1,200 attending physicians and a total workforce of 7,000 healthcare professionals across two campuses. We deliver industry-leading advanced medical care in specialties and services ranging from heart, kidney and liver transplants and advanced endovascular procedures to high-risk obstetrics and gynecology. The Medical Center is also home to the region's most comprehensive cardiovascular program. The Valhalla campus is a regional Level 1 Trauma and Burn Center and Level 2 Trauma Center at the Poughkeepsie site with nearly 70,000 emergency room visits per year, and one of the largest providers of psychiatric care in the region. Our advancement extends across the entire medical facility, from the latest technology and life-saving procedures, to nationally recognized doctors, nurses and staff.

As we at Westchester Medical Center assess our future workforce needs we are happy to work as a committed partner in this collaborative effort to expand local opportunities in the health care sector. We agree to the following:

- Provide input into the assessment and work readiness services to be provided by the Hudson Valley Healthcare Workforce Connection
- Provide internships for long-term unemployed workers
- Partner with our contract companies to consult and coordinate on workplace training, work experience, and job placements

- Strategize about a coordinated regional plan to address workforce needs
- Align reporting metrics, outreach and recruitment efforts where possible

We look forward to collaborating with the Hudson Valley Healthcare Workforce Connection on bringing a strategic approach to addressing the gap in the workforce system by retraining and matching long-term unemployed to hard-to-fill healthcare positions, especially those that can be filled by the educated, mid-career talent who too often are among the long-term unemployed in our region.

Sincerely,



Paul S. Hochenberg
Senior Vice President
Westchester Medical Center
Human Resources
19 Bradhurst Avenue
Hawthorne, New York 10532

PSH:klw



Building On Excellence

June 16, 2014

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke,

This will serve as our letter of commitment as a Hudson Valley Healthcare Workforce Connection partner. Hudson Valley Hospital Center (HVHC) wholeheartedly supports the Westchester-Putnam Workforce Investment Board's program to prepare and place long-term unemployed individuals into healthcare jobs that are being currently filled using H-1B visas to hire foreign workers.

Hudson Valley Hospital Center is a fully accredited general, not-for-profit 128-bed Hospital serving the community with high quality health care through our team of more than 350 physicians and 1200 employees. The Hospital was founded in 1889 by the Helping Hand Association. Today, the Hospital boasts excellent inpatient care in both medical and surgical units, a busy maternity unit, an intensive care unit and a progressive care unit. The Hospital operates a full-service state-of-the-art, 24-hour, "no-wait" emergency department along with a state-of-the-art surgical center, laboratories, cardio-pulmonary center and a physical therapy center.

The Hospital's services reach out to the community with our affiliates in Westchester (Croton), and Putnam (Cold Spring and Putnam Valley) Counties. Patients also come from Orange County to the west and Dutchess County to the north.

The Hospital has an on-going need for Case Managers (Registered Nurses), Clinical Laboratory Technologists II, and Medical Record Coders (In-patient). These positions are critical to the effective operation of the hospital, yet have been difficult to fill because of a lack of trained and qualified candidates. The vacancy rates range from 3-20%.

OUR EXPERTISE THROUGHOUT THE REGION

Radiology Centers | The Wellness Club | Physical Therapy Centers

COLD SPRING • CROTON-ON-HUDSON • HOPEWELL JUNCTION • MAHOPAC • PUTNAM VALLEY • YORKTOWN HEIGHTS

1980 CROMPOND ROAD • CORTLANDT MANOR, NY 10567 • 914-737-9000 • WWW.HVHC.ORG

HVHC is willing to be an active participant in the Ready to Work grant in the following ways:

- Help to design 3-month internship programs at the hospital and place interns from the Ready to Work pool for Medical Technologists
- Help to design 3-month internship programs for Case Managers (Registered Nurses) and Medical Coders (In-Patient) at other locations
- Provide department managers to supervise internships for Medical Technologists
- Communicate and coordinate with the Westchester-Putnam WIB regarding interns, open positions and outcomes
- Provide on-going feedback and advice as the program proceeds
- Be willing to hire from the pool of trainees in the Ready to Work Program for qualified applicants

As an employer of workers with H-1B visas, we are pleased to be part of this collaborative effort of workforce, health care, economic development and educational organizations located in Westchester and Putnam Counties NY.

Sincerely,



Ruth Johnson
Director, Human Resources



June 17, 2014

Mr. Steven A. Rietzke

Grant Officer

Reference: SGA / DFA PY-13-07 – H-1B

200 Constitution Avenue, NW, Room N4716

Washington, DC 20210

Dear Mr. Rietzke:

This will serve as our letter of commitment as a partner to the Hudson Valley Healthcare Workforce Connection, a collaborative effort of workforce, health care, economic development, and educational organizations that are spearheading the region's first unified response to continued growth, merger and expansion in the health care sector. This expansion has created healthcare employers with large regional interests and footprints. By coordinating training, placement and economic development activities across all the counties in the region, the partners seek to support a fast-growing industry cluster with the potential to create efficiencies and leverage local supply chains, R&D, and workforce talent to improve the economy and create local jobs.

WESTMED Medical Group is a rapidly growing, financially strong, physician-owned and managed multi-specialty group practice. Founded in 1996, it is staffed by a team of over 250 physicians and approximately 1,000 employees. The practice is dedicated to its mission of improving the health of the community by providing coordinated, efficient and quality care in central and lower Westchester County. (There are nine locations to help it meet this mission - White Plains, Rye, Westchester's Ridge Hill in Yonkers, Purchase, Scarsdale, and New Rochelle.) WESTMED has received numerous honors and recognition for its effective integration of high-efficiency practices and cutting-edge technologies to continually improve coordinated healthcare to the community.

WESTMED Medical Group has an on-going need for medical technologists (i.e., radiation technologists, ultra sound technicians, mammogram technicians, MRI technicians and CAT scan technicians), medical billers and coders, and RHIA-certified health information technology (HIT) professionals. Our practice currently employs up to 60 medical technologists, up to 8 coders and 1-2 HIT professionals. These positions are critical to the effective operation of our

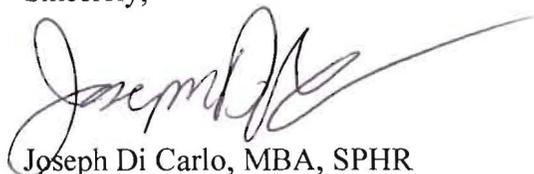
organization, yet they have been difficult to fill because of a lack of trained and qualified candidates. At any one time, WestMED may be seeking to fill 5-10% of these positions.

WESTMED Medical Group is willing to be an active participant in the Ready to Work grant by providing:

- A liaison to communicate and coordinate with the Hudson Valley Healthcare Workforce Connection, provide input to program design, and attend meetings to support the program's success
- Information on job openings for which we will consider hiring qualified participants who complete grant-funded education and training programs
- Coordination around training to move incumbent workers to higher-skilled jobs, and consideration of newly trained long-term unemployed worker for those entry-level openings.

WESTMED Medical Group wholeheartedly supports the Hudson Valley Healthcare Workforce Connection and is looking forward to working with the Westchester-Putnam Workforce Investment Board (WIB) and the other partners on this initiative.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joseph Di Carlo', with a long, sweeping horizontal line extending to the right.

Joseph Di Carlo, MBA, SPHR
SVP & Director of Human Resources



Westchester
— MEDICAL CENTER —

Westchester Medical Center
Executive Offices
100 Woods Road
Valhalla, New York 10595
914.493.7000

www.westchestermedicalcenter.com

June 18, 2014

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

This will serve as our letter of commitment as a Hudson Valley Healthcare Workforce Connection partner. This partnership will help educate and train the long-term unemployed in the local workforce, create and fill jobs and improve the overall economy of the region. The Center for Regional healthcare Innovation at Westchester Medical Center is pleased to be part of this effort.

Located in Valhalla, New York, Westchester Medical Center is the Hudson Valley region's advanced medical care and referral hospital, serving more than 3.5 million people. Each year, more than 120,000 patients receive care at Westchester Medical Center in every clinical specialty through our main hospital, our Maria Fareri Children's Hospital – the only all-specialty children's hospital in the region – and our Behavioral Health Center. In May, Westchester Medical Center completed the acquisition of the former St. Francis Hospital in Poughkeepsie, which has been renamed the MidHudson Regional Hospital of Westchester Medical Center. As such, the hospitals serve residents in Westchester, Putnam and Dutchess counties.

With more than 900 attending physicians and 3,300 healthcare professionals, Westchester Medical Center is among the region's largest employers. The **Center for Regional Healthcare Innovation (CRHI)** is dedicated to bringing the knowledge and resources required for the provision of advanced healthcare services to health and social services partners throughout the Region. CRHI will also serve as the managing and coordinating entity in the Hudson Valley for implementation of New York State's Delivery System Reform Incentive Program under the recently awarded \$8 Billion Medicaid Waiver. A major requirement under this program is the inclusion of labor representatives and the commitment to worker training and retraining that will be required to achieve the transformation of the health care delivery system into an integrated, patient and family focused system of care.

Mr. Steven A. Rietzke

June 18, 2014

Page 2

As a committed partner, CRHI at Westchester Medical Center agrees to the following:

- Provide input into the assessment and work readiness services to be provided by the Westchester-Putnam Workforce Investment Board (WIB)
- Provide work-based, on-the-job training in high-demand health care jobs
- Help the WIB to support long-term unemployed workers at the jobsite
- Collect and report data as needed to support the program's success
- A liaison to the Hudson Valley Healthcare Workforce Connection

We look forward to working with Westchester-Putnam Workforce Investment Board on this very forward thinking initiative.

Sincerely,



June Keenan

Executive Director

Center for Regional Healthcare Innovation at Westchester Medical Center
Taylor Pavilion



OFFICE OF THE PRESIDENT

June 13, 2014

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

This will serve as our letter of commitment as a Hudson Valley Healthcare Workforce Connection partner. Berkeley College wholeheartedly supports the Westchester-Putnam Workforce Investment Board's program to prepare and place long-term unemployed individuals into healthcare jobs that are being currently filled using H-1B visas to hire foreign workers.

Berkeley College students have access to a wide range of career-oriented academic programs, computer training, Library Services, Academic Support Centers, Student Advisement, Career Services, and a Student Development and Campus Life Department.

For the purpose of this grant, Berkeley College will facilitate the entry of long-term unemployed workers into selected courses of study, will provide feedback on the program design, and will contribute to regional planning intended to coordinate training, employment and workforce services. Among the courses we can offer to long-term unemployed through this grant are Medical Billing and Coding, a 90 quarter-credit hours / two year course of skills training, resulting in an Associate's Degree.

We are pleased to be part of this collaborative effort of workforce, health care, economic development, and educational organizations located in the Hudson Valley Region.

Sincerely,

Dario A. Cortes,
President



FORDHAM UNIVERSITY

THE JESUIT UNIVERSITY OF NEW YORK

May 30, 2014

Mr. Steven A. Rietzke

Grant Officer

Reference: SGA / DFA PY-13-07 – H-1B

200 Constitution Avenue, NW, Room N4716

Washington, DC 20210

Dear Mr. Rietzke:

This will serve as our letter of commitment as a Hudson Valley Healthcare Workforce Connection partner. Fordham University wholeheartedly supports the Westchester-Putnam Workforce Investment Board's program to prepare and place long-term unemployed individuals into healthcare jobs that are being currently filled using H-1B visas to hire foreign workers.

Founded in 1841, Fordham is the Jesuit University of New York, offering exceptional education distinguished by the Jesuit tradition to more than 15,100 students in its four undergraduate colleges and its six graduate and professional schools. It has residential campuses in the Bronx and Manhattan, a campus in West Harrison, N.Y., the Louis Calder Center Biological Field Station in Armonk, N.Y., and the London Centre at Heythrop College, University of London, in the United Kingdom.

For the purpose of this grant, Fordham University will facilitate the entry of long-term unemployed workers into selected courses of study, will provide feedback on the program design, and will contribute to regional planning intended to coordinate training, employment and workforce services. Among the courses we can offer to long-term unemployed through this grant are a 66-credit Masters' in Social Work (2 years full-time) program with internships training that leads to the licensed Master of Social Work (LMSW) credential.

We are pleased to be part of this collaborative effort of workforce, health care, economic development, and educational organizations located in the Hudson Valley Region.

Sincerely,

Michael Gillan

Associate Vice President

Fordham Westchester



Westchester Community College

State University of New York

June 17, 2014

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

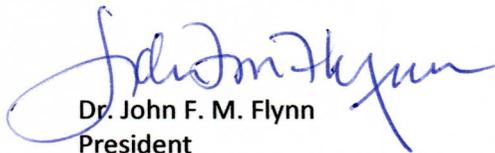
This will serve as our letter of commitment as a Hudson Valley Healthcare Workforce Connection partner. Westchester Community College wholeheartedly supports the Westchester-Putnam Workforce Investment Board's program to prepare and place long-term unemployed individuals into healthcare jobs that are being currently filled using H-1B visas to hire foreign workers.

Westchester Community College offers more than 60 associate and certificate programs. We have three types of associate degrees in 36 subject areas: the Associate in Arts for students transferring to four-year institutions in the liberal arts; the Associate in Science for those transferring to four-year institutions for business, math, science or health careers; and the Associate in Applied Science for those preparing to seek immediate employment, change careers or transfer. In addition, certificate programs typically requiring between 15 to 33 credits are offered in approximately 20 career fields.

For the purpose of this grant, Westchester Community College will facilitate the entry of long-term unemployed workers into selected courses of study, will provide feedback on the program design, and will contribute to regional planning intended to coordinate training, employment and workforce services. Among the courses we can offer to long-term unemployed through this grant are a 55-credit / 2-year program with a clinical component leading to an Associate's Degree in Nursing and state licensing as a registered nurse that is designed to transition people into the healthcare field.

We are pleased to be part of this collaborative effort of workforce, health care, economic development, and educational organizations located in the Hudson Valley Region.

Sincerely,



Dr. John F. M. Flynn
President

ADMINISTRATION

William J. Hecht

District Superintendent/CEO

Deborah McBride Heppes

Assistant Superintendent for Finance

Pamela T. Rourke

Assistant Superintendent for Human Resources

Theresa A. Reynolds

Assistant Superintendent for Instruction

Karen L. McGuckin

Clerk of the Board



BOARD MEMBERS

Carl P. Onken, President

William M. Boss, Vice-President

Michael Bello

Martha Bogart

Virginia L. Esposito

Eugenia S. Pavek

Dorothy Slattery

Date

Mr. Steven A. Rietzke

Grant Officer

Reference: SGA / DFA PY-13-07 – H-1B

200 Constitution Avenue, NW, Room N4716

Washington, DC 20210

Dear Mr. Rietzke:

This will serve as our letter of commitment as a Hudson Valley Healthcare Workforce Connection partner. Orange-Ulster BOCES wholeheartedly supports the Westchester-Putnam Workforce Investment Board's program to prepare and place long-term unemployed individuals into healthcare jobs that are being currently filled using H-1B visas to hire foreign workers.

Orange-Ulster BOCES Adult Education Division has expanded its health careers offerings to meet the needs of the community and local employers, as well as the personal goals of individuals. For the purpose of this grant, Orange Ulster BOCES will facilitate the entry of long-term unemployed workers into selected courses of study, will provide feedback on the program design, and will contribute to regional planning intended to coordinate training, employment and workforce services. Among the courses we can offer to long-term unemployed through this grant are EKG Tech, 102 hours of skills training including clinical experience leading to National Healthcareers Association certification; Medical Billing and Coding, 120-140 hours of skills training in Certified Billing & Coding Specialist; and training leading to credentialing as a Certified Electronic Health Records Specialist, with 120 -140 hours of skills training.

We are pleased to be part of this collaborative effort of workforce, health care, economic development, and educational organizations located in the Hudson Valley Region.

Sincerely,

A handwritten signature in blue ink that reads 'June C. Franzel'. The signature is written in a cursive style.

June C. Franzel

Director of Adult And Continuing Education

June 9, 2014

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

This will serve as our letter of commitment as a Hudson Valley Healthcare Workforce Connection partner. Rockland Community College wholeheartedly supports the Westchester-Putnam Workforce Investment Board's program to prepare and place long-term unemployed individuals into healthcare jobs that are being currently filled using H-1B visas to hire foreign workers.

Rockland Community College, State University of New York, offers a safe, supportive learning environment for thousands of students from diverse backgrounds. Our award-winning faculty works closely with students to ensure their success, and we have numerous student services to help students meet their goals. RCC also serves as a unique and important resource for the community. Our cultural offerings attract thousands of community members, and the business community turns to RCC for workforce training and development.

For the purpose of this grant, Rockland Community College will facilitate the entry of long-term unemployed workers into selected courses of study, will provide feedback on the program design, and will contribute to regional planning intended to coordinate training, employment and workforce services. Among the courses we can offer to long-term unemployed through this grant are 420 hours of skills training leading to a Certified Medical Coder and ICD-10 certification at Rockland Community College's Learn & Earn Center, including work in a simulated professional office and a 6-week internship followed by job placement and OJT training, and a 67-credit /3year Registered Nurse program training with a clinical component leading to an Associate's Degree in Nursing and state licensing as an RN.

We are pleased to be part of this collaborative effort of workforce, health care, economic development, and educational organizations located in the Hudson Valley Region.

Sincerely,



Director of Grants Management

DOMINICAN College

470 Western Highway, Orangeburg, New York 10962 • 845/848-7800 • Fax 845/359-7988 • www.dc.edu

Office of the President

11 June 2014

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

This will serve as our letter of commitment as a Hudson Valley Healthcare Workforce Connection partner. Dominican College wholeheartedly supports the Westchester-Putnam Workforce Investment Board's program to prepare and place long-term unemployed individuals into healthcare jobs that are being currently filled using H-1B visas to hire foreign workers.

The aim of Dominican College is to promote educational excellence, leadership, and service in an environment characterized by respect for the individual and concern for the community. Committed to building its programs upon a strong liberal arts foundation, the College maintains a student-centered climate and offers an array of degree opportunities in Liberal Arts and Sciences, Business, and the professions on the graduate and undergraduate levels. Dominican College is dedicated to the principle that its educational programs and services must be both challenging and supportive, distinguished both by high standards and by attention to the needs and potential of the individual student.

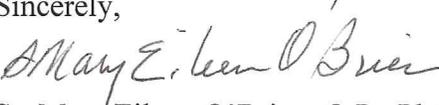
For the purpose of this grant, Dominican College will facilitate the entry of long-term unemployed workers into selected courses of study, will provide feedback on the program design, and will contribute to regional planning intended to coordinate training, employment and workforce services. Among the courses we can offer to long-term unemployed through this grant are:

- **Medical and Health Service Managers.** Dominican College offers two graduate programs to prepare Medical and Health Service Managers: (1) Advanced Certificate in Healthcare Management: 15 credits / 10 months allows for job placement or entry to the MBA program. Pre-requisite: BA or higher; designed to help transition people into the healthcare field (2); MBA Health Care Management Concentration: 57-credit / 2-year program (18 credits can be wave based on prior academic coursework).
- **Occupational Therapists.** Dominican College offers a 69-credit / 3-year program with a clinical component leading to BS/MS in OT and state certification that is designed especially for Diverse-Background students with courses intended to accelerate their acquisition of required life science skills.

- **Registered Nurses.** Dominican College offers an accelerated nursing program for individuals who already have a bachelor's degree in another field: a full-time, one-year program, and a two-year weekend program, both leading to state licensing as an RN.

We are pleased to be part of this collaborative effort of workforce, health care, economic development, and educational organizations located in the Hudson Valley Region.

Sincerely,

A handwritten signature in cursive script that reads "Mary Eileen O'Brien". The signature is written in black ink and is positioned above the printed name.

Sr. Mary Eileen O'Brien, O.P., Ph.D.
President

June 5, 2014

Mr. Steven A. Rietzke
Grant Officer

Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

I am writing in support of the Hudson Valley Healthcare Workforce Connection, a collaborative effort of workforce, health care, economic development, and educational organizations, that is spearheading the region's first unified response to continued growth, merger and expansion in the health care sector.

This expansion has created healthcare employers with large regional interests and footprints. By coordinating training, placement and economic development activities across all the counties in the region, the partners seek to support a fast-growing industry cluster with the potential to create efficiencies and leverage local supply chains, R&D, and workforce talent to improve the economy and create local jobs.

As a partner in the Hudson Valley Healthcare Workforce Connection, the Workforce Investment Board will provide:

- Comprehensive Assessment
- Outreach and Recruitment of long-term unemployed persons
- Coordination of Services
- Case management
- Work readiness / adjustment counseling and preparation
- Supportive services to include budgeting and financial management
- Tracking and reporting

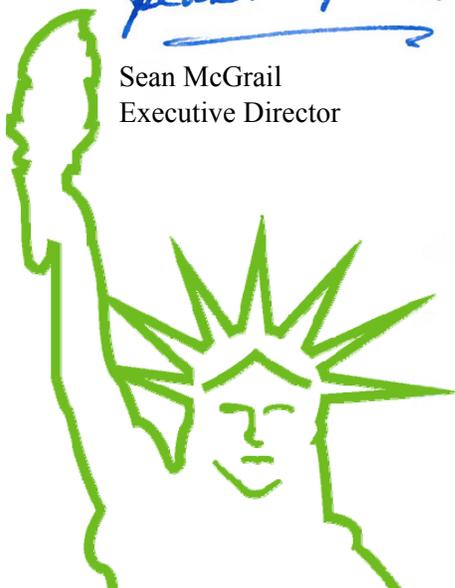
In addition, we will participate in program management and strategy meetings, continue to promote the program to local employers and residents, and leverage local resources wherever possible to work toward the sustainability of this initiative beyond the term of the grant.

If you have any questions regarding our role in or commitment to this project, please feel free to contact me.

Sincerely,



Sean McGrail
Executive Director





Workforce Investment Board of Rockland County, Inc.
c/o Office of Rockland County Executive
11 New Hempstead Road, New City, NY 10956
Tel: 845.638.5122 Fax: 845.638.5856

Robert Zeiss
Chairperson

Calherbe Monel
Executive Director

June 4, 2014

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

I am writing in support of the Hudson Valley Healthcare Workforce Connection, a collaborative effort of workforce, health care, economic development, and educational organizations, that is spearheading the region's first unified response to continued growth, merger and expansion in the health care sector.

This expansion has created healthcare employers with large regional interests and footprints. By coordinating training, placement and economic development activities across all the counties in the region, the partners seek to support a fast-growing industry cluster with the potential to create efficiencies and leverage local supply chains, R&D, and workforce talent to improve the economy and create local jobs.

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- Comprehensive Assessment
- Outreach and Recruitment of long-term unemployed persons
- Coordination of Services
- Case management
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- Tracking and reporting
-

In addition, we will participate in program management and strategy meetings, continue to promote the program to local employers and residents, and leverage local resources wherever possible to work toward the sustainability of this initiative beyond the term of the grant.

If you have any questions regarding our role in or commitment to this project, please feel free to contact me.

Sincerely,


CALHERBE MONEL, *Executive Director*



EMPLOYMENT & TRAINING ADMINISTRATION

Stephen Knob
Director

Steven M. Neuhaus
County Executive

Robert T. Miniger, Chair
Workforce Investment Board

18 Seward Avenue, Suite 103
Middletown, NY 10940
TEL: (845) 615-3630 • FAX: (845) 346-1173
E-MAIL: eta@co.orange.ny.us
www.orangecountygov.com

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

I am writing in support of the Hudson Valley Healthcare Workforce Connection, a collaborative effort of workforce, health care, economic development, and educational organizations, that is spearheading the region's first unified response to continued growth, merger and expansion in the health care sector.

This expansion has created healthcare employers with large regional interests and footprints. By coordinating training, placement and economic development activities across all the counties in the region, the partners seek to support a fast-growing industry cluster with the potential to create efficiencies and leverage local supply chains, R&D, and workforce talent to improve the economy and create local jobs.

As a partner in the Hudson Valley Healthcare Workforce Connection, the Workforce Investment Board will provide:

- Comprehensive Assessment
- Outreach and Recruitment of long-term unemployed persons
- Coordination of Services
- Case management
- Work readiness / adjustment counseling and preparation
- Supportive services to include budgeting and financial management
- Tracking and reporting

In addition, we will participate in program management and strategy meetings, continue to promote the program to local employers and residents, and leverage local resources wherever possible to work toward the sustainability of this initiative beyond the term of the grant.

If you have any questions regarding our role in or commitment to this project, please feel free to contact me.

Sincerely,

Stephen Knob



Dutchess County Workforce Investment Board
"Building Partnerships for Workforce Solutions"

June 3, 2014

Mr. Steven A. Rietzke
Grant Officer
Reference: SGA / DFA PY-13-07 – H-1B
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Mr. Rietzke:

I am writing in support of the **Hudson Valley Healthcare Workforce Connection**, a collaborative effort of workforce, health care, economic development, and educational organizations, that is spearheading the region's first unified response to continued growth, merger and expansion in the health care sector.

This expansion has created **healthcare employers with large regional interests and footprints**. By coordinating training, placement and economic development activities across all the counties in the region, the partners seek to support a fast-growing industry cluster with the potential to create efficiencies and leverage local supply chains, R&D, and workforce talent to improve the economy and create local jobs.

As a partner in the Hudson Valley Healthcare Workforce Connection, **the Dutchess County Workforce Investment Board and Dutchess One Stop Career Center will provide:**

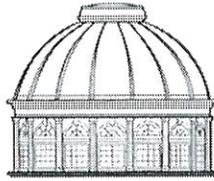
- Comprehensive Assessment
- Outreach and Recruitment of long-term unemployed persons
- Coordination of Services
- Case management
- Work readiness / adjustment counseling and preparation
- Supportive services to include budgeting and financial management
- Tracking and reporting

In addition, we will participate in program management and strategy meetings, continue to promote the program to local employers and residents, and leverage local resources wherever possible **to work toward the sustainability of this initiative beyond the term of the grant.**

If you have any questions regarding our role in or commitment to this project, please feel free to contact me.

Sincerely,

Laraine Kautz
Executive Director



POUGHKEEPSIE PUBLIC LIBRARY DISTRICT

93 Market Street ♦ Poughkeepsie, New York 12601 ♦ (845) 485-3445

June 9, 2014

Laraine Kautz
Executive Director
Dutchess County Workforce Investment Board
3 Neptune Road
Poughkeepsie, NY 12601

Dear Ms. Kautz,

I am writing in enthusiastic support of the Hudson Valley Healthcare Workforce Connection, a collaborative effort of workforce, health care, economic development, and educational organizations, which is spearheading the region's first unified response to continued growth, merger and expansion in the health care sector.

The Poughkeepsie Public Library District has been working with the Workforce Investment Board's One Stop in Dutchess County since January 2013, and this partnership has been invaluable in assisting individuals looking for employment. One Stop staff have led numerous workshops at our library that provide job seekers with the tools essential to the job search process, and our Public Computer Center works with many long term unemployed individuals and encourages them to engage with the Dutchess One Stop to receive additional support in their job search. Our library is uniquely suited to this role because we are open to everyone. Once our patrons walk through our doors, they realize that not only does the library have great materials and programming, but we also offer digital literacy training for free! Often people are intimidated by the reemployment process—in part because so much of it is online—and they feel they do not have the skills to complete the process. We provide them with the hands-on help they need to perform a job search, format a resume and cover letter, and complete a job application online. This newfound confidence in their computer skills often gives these job seekers the boost they need to reengage in their search for employment with the Dutchess One Stop.

After working with hundreds of individuals seeking assistance using technology in the Public Computer Center, the two most pressing issues I see for our job-seeking patrons are: 1) long-term unemployment—many of the people I work with have been looking for a job for months (and sometimes years) with little luck and 2) a lack of retraining opportunities for these same individuals—they are stuck in a vicious cycle of low wage, low skill work with little security or growth potential. A program such as the Hudson Valley Healthcare Workforce Connection would be a wonderful opportunity to join job opportunities with workforce talent to improve the economy and create local jobs for these individuals.

If you have any questions regarding our role in or commitment to this project, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stephanie Harrison'. The signature is fluid and cursive.

Stephanie Harrison
Public Computer Center Director



WESTCHESTER-PUTNAM WORKFORCE INVESTMENT BOARD

Robert P. Astorino
County Executive

MaryEllen Odell
County Executive

June 3, 2014

Mr. Steven A. Rietzke, Grant Officer
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Reference: SGA / DFA PY-13-07 – H-1B

Dear Mr. Rietzke:

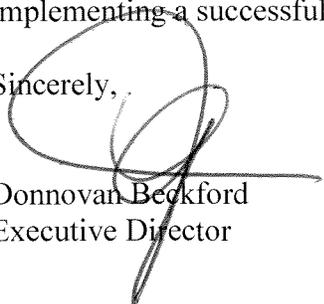
The Westchester-Putnam Workforce Investment Board is committed to participate in a national evaluation initiated by the US Department of Labor (DOL) for the H-1B Ready to Work Partnership Grant, if awarded this grant.

This commitment includes taking responsibility for collecting and maintaining records for the program partners and participants; including employers, job seekers and workers. We will provide information on available funding and related sources; provide access to program and personnel records consistent with the evaluation procedures specified by the evaluator(s) under the direction of DOL ETA and the Chief Evaluation Office.

We understand that the national evaluation will be comprised of three components: 1) analysis of participant characteristics and short-term and long-term outcomes, including after the grant period; 2) implementation analysis in all grant sites; and 3) if we are selected, outcome and impact analysis. We agree to gather, record and retain the data elements that will be required for evaluation.

If funded, we are ready to be a partner to the USDOL on the Ready to Work Initiative by implementing a successful Hudson Valley Healthcare Connections.

Sincerely,


Donovan Beckford
Executive Director

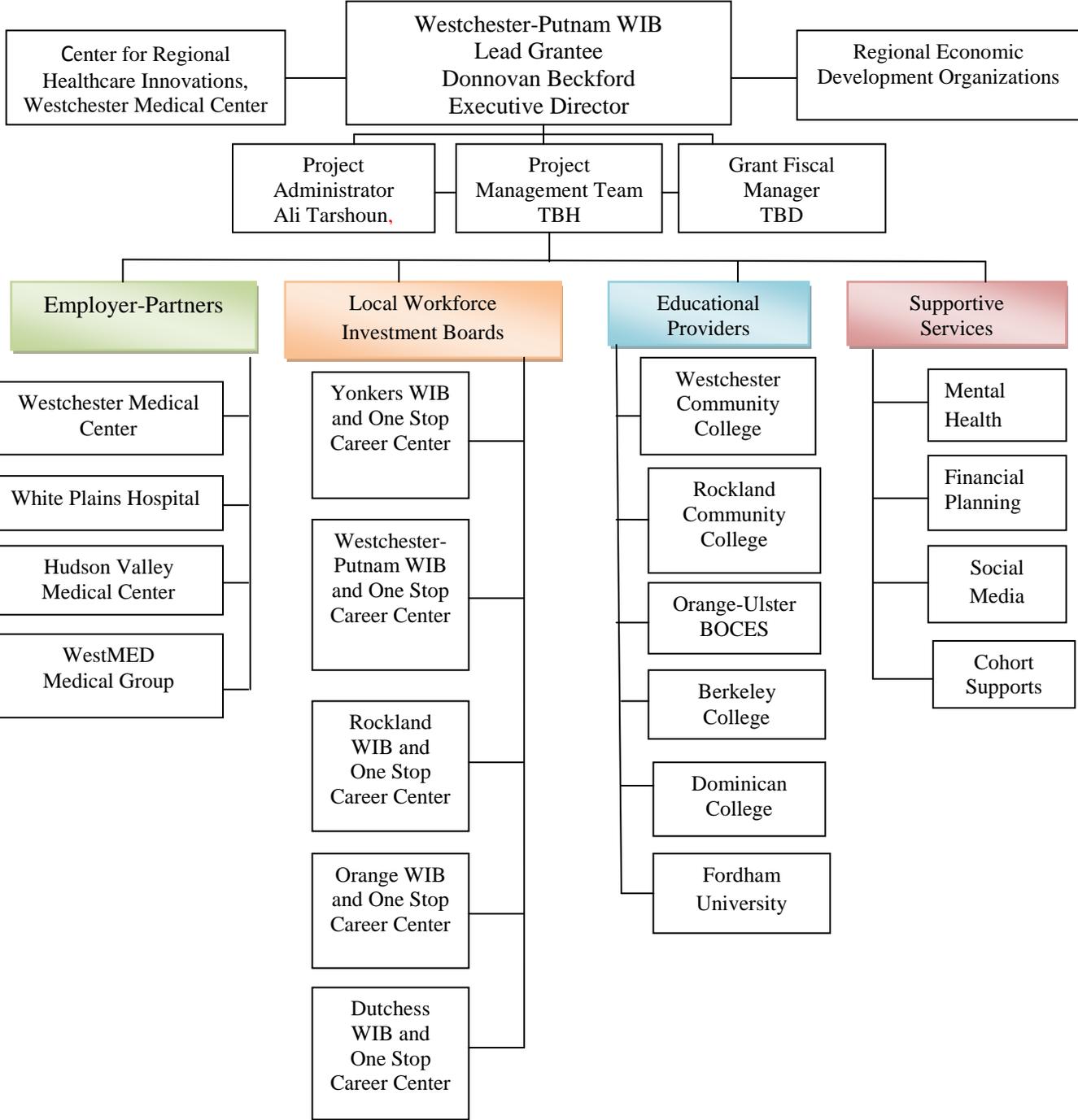
Westchester-Putnam Workforce Investment Board
120 Bloomingdale Road, White Plains, NY 10605
Phone: 914-995-3707 Fax: 914-995-3958
www.westchesterputnamonestop.com

Equal Opportunity Employer/Program
Auxiliary aids and services are available upon request to individuals with disabilities.

Programa y Empleador con Igualdad de Oportunidades
Asistencia y servicios para individuos con incapacidades estan disponibles al solicitarlos.



Hudson Valley HealthCare Workforce Connection Organizational Chart



Attachment B: Suggested Outcome Measures Table - Hudson Valley Healthcare Workforce Connection, WPWIB

	Outcome Measure		
1	Total Participants Served Total number of all participants served (receiving a grant-funded service and/or grant-funded education/training). Figures provided for total participants that receive services and total participants enrolled in Education/Training Activities should not exceed total participants served.	Year 1: 50 Year 2: 150 Year 3: 150 Year 4: 150	Total: 500
1a	Long-term Unemployed	Sub-Total LTU	425
1b	Unemployed	Sub-Total Unemployed	
1c	Incumbent Worker	Sub-Total Incumbent Worker	75
		Targets for all Participants	
2	Total Participants Enrolled in Education/Training Activities	Year 1: 50 Year 2: 150 Year 3: 150 Year 4: 75	Total: 425
3	Total Participants Completing Education/Training Activities	Year 1: 40 Year 2: 105 Year 3: 105 Year 4: 62	Total:312
4	Total Participants Who Complete Education/Training Activities AND Receive a Degree or Other Credential	Year 1: 4 Year 2: 14 Year 3: 14 Year 4: 3	Total: 50
5	Total Number of Unemployed Participants who Obtain Employment Total number of all long-term unemployed and other unemployed participants who obtain employment. Incumbent Workers should not be included in this outcome.	Year 1:39 Year 2: 132 Year 3: 132 Year 4: 42	Total: 345

6	<p>Total Number of Incumbent Worker Participants that Advanced into a New Position</p> <p>This includes incumbent workers that advanced into a new position with their current employer or a new employer following the completion of a training program. Incumbent workers that did not advance into a new position (i.e. retained their existing position or layoff aversion) following the completion of a training program should not be included in this outcome.</p>	<p>Year 1: 10 Year 2: 24 Year 3: 24 Year 4: 10</p>	<p>Total:68</p>
7	<p>Average Wage that Participants will Earn at Placement</p>	<p>Year 1: 24,306 Year 2: 24,306 Year 3: 24,306 Year 4: 24,306</p>	<p>Total:24,306</p>